

TOWN OF DAVIE

DAVIE COMMUNITY REDEVELOPMENT AGENCY

ANNUAL REPORT



FISCAL YEAR 2014-2015
(END DATE SEPTEMBER 30, 2015)

**FY 2014-15
CRA ANNUAL REPORT
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Introduction

The Davie Community Redevelopment Agency was created in 1988 by the adoption of Town of Davie Ordinance No. 88-23. The agency was created following the guidelines set forth by Chapter 163 Part III of Florida Statutes which is the Community Redevelopment Act of 1969. The Davie CRA also follows the policies and procedures of Florida Statutes which are set forth by Chapter 163 Part III.

The mission of the Davie CRA is to eliminate and prevent conditions of slum and blight, enhance the tax base, encourage affordable housing, and to facilitate redevelopment activities by the private sector within the limits of the redevelopment area of the Town of Davie.

There are three distinct areas within the Davie CRA including the downtown area, the Eastside residential neighborhood and the industrial area. Programs and improvements continue to be made in each of these areas and some of these programs will be highlighted within this report.

The day to day operations of the Davie CRA are guided by the Town of Davie Community Redevelopment Agency Redevelopment Plan. The Redevelopment Plan was last amended in December of 2012 by Ordinance No. 2012-27. The Redevelopment Plan spells out the policies and procedures followed on a day to day basis.

The CRA's main revenue source is tax increment financing. Tax increment funds are based on the increased ad valorem tax values for the current year as compared to the values of the base year. Increment revenue is received on an annual basis from Broward County, Town of Davie, Children's Services Council of Broward County, Central Broward Water Control District, South Broward Hospital District, and North Broward Water Control District.

This annual report highlights actions of the Davie CRA to accomplish the goals within the Redevelopment Plan during FY 2014-2015.

Section 1 - Davie CRA Redevelopment Plan

During FY 2014-2015 the Davie Community Redevelopment Agency continued to pursue its redevelopment activities within the Redevelopment Area of the Town of Davie, Florida. Extensive modifications were made to the Community Redevelopment Plan for the Town of Davie in FY 2012-2013. The revised plan was officially adopted by Ordinance No. 2012-27 which was approved by two readings on November 7, 2012 and December 5, 2012. The Davie CRA continues to implement the improvements listed within the plan.

The plan was adopted consistent with the requirements of Chapter 163 of State Statutes. The CRA Board reviewed and approved the Redevelopment Plan on September 19, 2012. The Planning and Zoning Board, the local planning agency issued a finding that the redevelopment plan is consistent with the Town Comprehensive Plan and recommended approval of the plan on October 10, 2012. Written notices regarding the proposed modifications were sent to all appropriate taxing authorities within the boundaries of the CRA by registered mail. A public hearing notice was placed in the local newspaper, the Sun-Sentinel. It should be noted that the proposed modifications to the plan did not expand the boundaries of the CRA area, nor did the modifications extend the time certain for completing redevelopment projects. The modifications did not require an amendment to the Broward County or Town of Davie Land Use Plan.

The modifications to the plan were more descriptive than the plan last modified in 1997. The revised plan contains additional information regarding the redevelopment area. The new plan also provides information regarding capital improvement projects and provides information regarding accomplishments within the CRA area. The revised plan also provides additional information regarding the various programs offered by the CRA for assistance in redeveloping properties. A five year budget projection was also included in the plan. One of the most notable plan additions was the inclusion of the implementation of community policing innovations to provide enhanced Police services to the CRA area.

The Redevelopment Plan is consistent with the requirements of State Statutes. The plan is consistent with Section 163.361, Part III of Florida Statutes concerning the process for amending the plan. It is also consistent with Section 163.360 dealing with the various requirements for a redevelopment plan such as:

- Conforming to the local comprehensive plan.
- Providing for the development of affordable housing.
- Indicates the potential for land acquisitions.
- Provides for the location of families displaced by redevelopment activities.
- Provides for park facilities.
- Provides for redevelopment of the CRA area by private enterprise.
- Provides for the development and implementation of community policing innovations.

Section 2 - Major Planning Initiatives for Redevelopment

The Davie CRA also is involved in four major planning initiatives which include:

- The Transit Oriented Corridor which is 925 acres of which 615 acres are located within the CRA Redevelopment Area near State Road 7/441 and east of the Florida Turnpike.
- The Davie Regional Activity Center (RAC) which consists of 2,200 acres of which 700 acres are within the CRA.
- The Downtown Master Plan which is entirely within the CRA area.

➤ Urban Land Institute (ULI) Technical Advisory Panel Study.

The initial study of the Transit Oriented Corridor (TOC) was completed by the Urban Land Institute in 2004. The Davie CRA felt the economic and demographic assumptions in the TOC Master Plan were no longer valid especially when considering the economic conditions which changed drastically over this time period with property values plummeting and the real estate market virtually drying up. A Technical Advisory Panel (TAP) of the Urban Land Institute met on December 6 and 7, 2010 at which there were work sessions with the Davie CRA, Town Council and Town staff. The TAP made a number of recommendations including that the area should be a regional business center with less emphasis on a mixed-use area with a lot of residential use. Several specific recommendations were made about a north section, a south section, and a central section of the area. The following four steps were recommended:

- Branding and marketing the area.
- Preparing a comprehensive utility plan.
- Exploring an enterprise zone and foreign trade zone.
- Exploring a property owners association.

The Davie CRA is also working towards implementing the Downtown Master Plan. The Davie CRA now owns a 3 acre site at the corner of Davie Road and Orange Drive. The Davie CRA purchased the Moose Lodge, a .5 acre site this past year. The Davie CRA will be looking to redevelop this 3.0 acre site after the Moose Lodge is relocated to a nearby site. The Davie CRA is also looking at constructing additional parking lots to provide adequate parking for the businesses on Davie Road. Most of the businesses along Davie Road have inadequate parking and the Davie CRA is working with businesses to deal with this situation. Additionally, access to Davie Road is a major problem because there are a number of driveways which cause traffic congestion due to the number of curb cuts along Davie Road. More information will be provided in the section about the Downtown area.

The Town of Davie adopted a Master Plan for the Davie Regional Activity Center. The Davie CRA was a partner in this planning effort. The Town has adopted a zoning code for the Regional Activity Center and the Davie CRA is working toward steering businesses to conform to the new requirements.

2.1 ULI Technical Advisory Panel Study

On May 6th, 2015 the CRA Board approved an agreement with the Urban Land Institute (ULI) Southeast Florida/Caribbean District Council for a Technical Advisory Panel (TAP).

The purpose of the TAP was to obtain advice and recommendations regarding redevelopment strategies, incentives and general market potential for the development of a western themed downtown centerpiece that includes property owned by the CRA and Town located within the boundaries of the Davie redevelopment area and to investigate a private development partnership to redevelop the area.

On August 6, 2016, the TAP met with staff, took a tour of the project site and surrounding areas. The TAP then met with members of the community and other interested stakeholders to obtain their input. On August 7, 2015 the TAP spent the entire day analyzing and responding to the questions commissioned by the CRA and the Town. Initial observations and preliminary recommendations were then presented by the TAP members to the CRA Board, staff, and the community. A copy of the ULI TAP Report is shown as Exhibit 1 on page 17.

Section 3 - CRA Infrastructure Projects

The CRA continues to undertake capital projects to expend funds from its \$20 million bond issue, approved by the Davie Town Council on December 8, 2010. The bonds were approved to enable the Davie CRA to undertake projects which could not be accomplished on an annual budget basis. The CRA has planned infrastructure projects which will require millions of dollars to accomplish and the bond money will allow the Davie CRA to purchase property should the opportunity arise.

There are several infrastructure projects which have been planned to be implemented over the next two years. These projects include the second and third phases of improvements on the east side of Davie Road. The first phase was completed in 2010. The second phases will complete the scheduled improvements for this area which includes the Davie Road corridor with businesses and a large residential area. This is the area in which the Davie CRA held a public meeting to discuss the installation of the utilities particularly installation of sanitary sewers. A complete description of these improvements will be included in the section about residential improvements. On June 10, 2015, the CRA Board approved the engineering plans for the Eastside Infrastructure Project Phase II. Another planned project is for drainage to be installed on the west side of Davie Road which will remove an impediment to the area west of Davie Road. A drainage system is being designed to provide water retention within a common site rather than on a lot by lot basis. The Davie CRA is also planning to install a roadway with underground utilities which will be described in more detail later on in the report.

Section 4 - Westside Drainage Project

A plan is being proposed to provide water retention for the properties on the west side of Davie Road. A water retention area will be provided with an outlet to the C-11 drainage canal and this will once again negate the requirement to reserve 15% on each individual site. Included in this section of the plan is a proposal to construct a street and bury the above ground utilities at the eastern and southern edges of the Bergeron Rodeo Grounds. This street will provide an access to the rear of the properties on the west side of Davie Road. This will permit some of the curb cuts currently on Davie Road to be closed which would result in a reduction of traffic congestion on Davie Road. An example of what the improvements will look like is shown in Exhibit 2 on page 46. This project is described in the 2012 Community Redevelopment Plan under bonded projects and is shown in the section showing the five year spending projection. An amendment to the engineering contract was approved by the CRA Board on July 17, 2013 to pay for planning to replace an existing lake with a parking area to assist the Public Works Department with their operations. The cost of the engineering amendment was \$29,950. The cost of engineering was raised to a total of \$218,240.

Section 5 - Phase I – Eastside Infrastructure Improvement Project

Phase I of the Eastside Infrastructure Improvements was known as the SW 41 Place Infrastructure Improvements. The main focus of these improvements was to help solve drainage issues and problems east of Davie Road. The plan installed storm sewers which lead to L Lake and L Lake serves as the retention area for the entire east side. This retention area relieves the requirement for water storage facilities like a retention pond on each individual site as it is developed.

The Davie CRA also replaced the 2" water mains with an 8" water main which provides much better water service including fire hydrants which can be used to fight potential fires.

The Davie CRA also provided a sanitary sewer along SW 41 Place which enables the removal of septic systems. The Davie CRA paid for the individual connections to the sewer for approximately 32 homes and 9 businesses as well as the required impact fees to the Utility Department.

Section 6 - Phase II – Eastside Infrastructure Improvement Project

Phase II Eastside Infrastructure Improvement Projects will benefit the businesses along the east side of Davie Road as well as a large residential area east of Davie Road. The improvements will include storm sewers, sanitary sewers and water lines including hydrants to 240+ residential units and 14 commercial buildings. The storm sewers will redirect the storm water to a drainage basin which will serve as the water retention for the entire area. Without this storm sewer, new individual businesses would need to reserve 15% of their site for storm water retention in order to meet the requirements of Central Broward Water Control District. This requirement is a hindrance to attracting new development when there are also requirements for certain setbacks, number of parking spaces, and not to mention the proposed building on the lot. The water mains in this area will also be replaced. There are currently two inch water lines which are so small that water hydrants cannot service this large residential area. The new lines will be six or eight inch lines and additional hydrants will be installed. The hydrants being constructed will permit the area to have improved fire protection. Currently, firefighters can only use the water stored on their trucks to fight a fire in the residential area.

The largest portion of this project will be the installation of sanitary sewers in the residential area of approximately one square mile. The area is currently served by individual septic systems on what are small lots of approximately 7,500 square feet each. The Davie CRA conducted a public neighborhood meeting on March 18, 2013. There were over 50 residents in attendance. The residents in attendance at the meeting were unanimous in support of the proposed project. The project will also provide sanitary sewers to some of the businesses along Davie Road which are not currently serviced with sanitary sewers. The proposed improvements are illustrated in Exhibit 3 on page 47. The plan is described in the 2012 Community Redevelopment Plan in the section describing bond issue projects and is shown in the section showing the five year spending projection. An engineering contract was approved with the firm of Craven Thompson & Associates at the April 3, 2013 CRA meeting.

6.1 Public Parking Improvements

In 2012, a design contract was approved with the firm of Craven Thompson & Associates to design a parking lot on SW 41st Street. The design was completed and the construction was bid out. The Davie CRA awarded a contract with Weekley Asphalt Paving, Inc. to construct the parking lot which will begin in FY2013-2014. This lot will be a public parking lot to ease the need for parking along Davie Road. The contract was awarded at the August 7, 2013 CRA meeting. The parking lot is adjacent to a parking lot on SW 41st Place completed by the CRA in 2011. The plans are for a 43 space parking lot with an additional 9 spaces provided on SW 41st Street. The parking lot will be lit with decorative street lights as there is a decorative wall around the lot and the lot will have extensive landscaping. This construction of a parking lot is shown in the 2012 Community Redevelopment Plan as a bonded project and is shown in the five year Redevelopment Plan and five year spending projections. Exhibit 4 on page 50 illustrates a picture of the parking lot improvements.

The CRA Board approved a payment to FPL at their July 30, 2014 meeting for the relocation of two power poles located in the alley between SW 41st Street and SW 41st Place. The location of these two power poles was causing a problem as they extended into the alley.

Section 7 - CRA Road Improvements

7.1 - Davie Road Improvements

The firm of URS Corporation Southern was contracted in 2012 to prepare a study regarding improvements to Davie Road from Orange Drive to the south of Nova Drive. The purpose of the study was to determine what could be done to calm traffic on Davie Road, enhance pedestrian traffic, and improve safety. The study was nearly completed and a number of recommendations were made. The recommendations included adding a means for traffic calming, increase pedestrian safety and access and provide enhancements such as an entrance feature. Davie Road is a Broward County road so they have been included in the review of the proposed plans. The proposed plans include providing a signalized cross walk at Davie Road and SW 43rd Street; providing crosswalks with landscaped refuge islands; replacing the curbs with a type "F" curb; providing a 4.5 feet undesignated bike lane; reducing the lane widths to 10 feet; and providing a targeted speed limit of 35 mph. Exhibit 5 on page 50 depicts an illustration of the proposed improvement area.

7.2 - SW 67th Avenue Improvements

The firm of Kimley-Horn and Associates Inc. was hired by the Davie CRA in November of 2013 by Resolution R-2013-23 to provide design services and construction services for construction of SW 67th Avenue. This street would be constructed to complete the street from Orange Drive on the south to its present terminus on SW 42nd Street. The firm was selected in September of 2013 and the contract approved in November. At this time, the design is complete and the project will be bid and construction will commence in 2016. Exhibit 6 on page 51 illustrates the proposed SW 67th Avenue improvements.

Section 8 - CRA Rodeo Improvements

On September 3, 2015, the CRA Board approved funding in the amount of \$132,500 to Gulf Coast Sports AE&S LLC. for the removal and installation of rodeo bleachers at the Bergeron Rodeo Grounds. The enhancements allowed ADA compliant ramps to be installed and provided elevated seating by removing the first five (5) rows of bleachers on the west side and configuring new, elevated, 21 row grandstands. New VIP Grandstands replaced the old VIP grandstands on the east side and allowed for a new west side VIP Grandstand. Both sections now have ADA compliant ramps and bench backs.

Currently the arena holds about 4,700 patrons. With the new configuration approximately 1,500 new seats were added to allow for larger events to be brought into the downtown area, the raised bleachers also allow for better viewing including better VIP viewing areas, which are now ADA compliant. This project is consistent with the Davie Community Redevelopment Plan under Policy B-2, which indicates that the Davie CRA will strive to ensure that adequate facilities remain available to meet recreational needs of the area residents. Exhibit 7 on page 52 illustrates an example of the enhancements made to the rodeo bleachers.

Section 9 - CRA Programs

9.1 - Community Policing Innovations

The 2012 Community Redevelopment Plan recognized the need for providing community policing innovations to enhance the police presence in the CRA and listed community policing as a program of the Davie CRA. This is consistent with Section 163.360 of Florida Statutes that indicates the community redevelopment plan may provide for the development and implementation of community policing innovations. The revised Plan indicates community policing as a new program and the provision for funding the program is in the five year redevelopment program spending projections. After the plan was adopted, the Davie CRA hired two police officers who work solely within the Davie CRA. These two officers began in December of 2012 and have been a great asset to the Davie CRA. The CRA Community Policing Officers have patrolled the Redevelopment Area on foot, by bicycle and by automobile. They meet with CRA businesses to inform them of available safety programs, participate in setting up crime watch programs and provide a very visible deterrent to crime within the Davie CRA area. Exhibit 8 on page 53 depicts photos from some of the meetings/events with the business community as well as a Downtown Davie & Eastside Neighborhood Cleanup & Trash Splash.

9.2 Enhanced Code Compliance/Enforcement within the Community Redevelopment Area

On September 3, 2015, the CRA Board approved funding for enhanced Code Compliance/Enforcement within the CRA area. The focus of this new program is to address blight on a block by block basis through community clean-ups and other minor exterior residential beautification. These initiatives are consistent with the Davie CRA Plan under Policy B-1, which indicates that the Davie CRA shall strive to improve the overall visual appearance of the Community Redevelopment Area.

9.3 - Commercial Property Improvement Grant Program

The Commercial Property Improvement Program (CPIP) provides for the use of tax increment funds to leverage private investment for general exterior/interior and on-site improvements to structures and/or properties to eliminate slum and blighting influences within the Redevelopment Area. The CRA will pay a match of 1/3 of the costs for renovating a development site including the building and grounds up to \$100,000 to be paid by the CRA. This grant is paid upon completion of the agreed upon work as evidenced by a certificate of occupancy. Paid bills are then reviewed and the grant awarded upon satisfaction that they spent the required amount to be paid up to \$100,000 or 1/3 of what they did spend. The intent of this program is to encourage property and business owners to restore, renovate, rehabilitate, or improve their building and/or property, thereby improving the Redevelopment Area's physical characteristics. The benefits of this program include enhancing the visual quality and attractiveness of the environment comprising the Redevelopment Area, leading to increased occupancy and property values.

The CRA Board approved a Commercial Property Improvement Program Grant for the Wells Fargo Bank, 4150 Davie Road. Wells Fargo submitted plans and cost estimates showing they were going to spend at least \$638,197.35 on improvements including the renovation of the building façade, changing the traffic pattern for access to the bank facilities, improvements to the parking lot and the addition of landscaping. In addition, the bank closed one and a half curb cuts on Davie Road which is another goal of the CRA to ease traffic congestion on Davie Road. The majority of the work to improve the property was completed during the fiscal year but the work was not completely finished so the CRA will not pay out the \$100,000 until the work is

completed. The CRA is paying an additional \$30,000 for the closing of the curb cuts. The site plans and the grant were approved at the November CRA meeting. Exhibit 9 on page 54 illustrates a photo of the renovations.

The CRA Board approved a Commercial Property Improvement Program Grant for Eat at Joe's LLC at their February meeting. The grant will help fund improvements to the property at 3995 Davie Road. The proposed plan is to renovate an abandoned gas station into two restaurant bays. The proposed improvements total \$424,534.50 and will include paving the parking lot, landscaping, a complete renovation of the building, lighting, etc. The property is eligible for a grant of \$100,000 which is the maximum grant amount. The property owner is also planning on closing both of the existing curb cuts on Davie Road which qualifies for an additional \$40,000. A new entrance to the site will also be constructed on SW 41st Street. Exhibit 10 on page 55 depicts a photo of the renovations which are underway.

Section 10 - Special Event Sponsorships within Redevelopment Area

On January 7, 2015, the CRA Board agreed to help sponsor the 78th Annual Orange Blossom Festival as organized by the Town of Davie. The amount of the sponsorship was \$7,500. This event is held in February and includes a parade, a rodeo and a street fair. The event brings thousands of people into the downtown area for two days which significantly boosts our economy and our local businesses. This event is recognized in the Redevelopment Plan as an event which should be sponsored to draw people into the downtown area. The CRA Board also approved a voucher program which helps support the local Davie Road and Orange Drive merchants. Vouchers for \$5.00 each for merchandise or purchases are distributed to the public for use in the local shops and restaurants. This allows people to patronize businesses they may not otherwise visit. This program has become very popular with the local businesses. The vouchers can be utilized for a period of two weeks after the Orange Blossom Festival. This year there were 4,358 vouchers redeemed which cost the CRA \$19,611. The resulting sales were estimated at over \$48,841.

On November 5, 2014, the CRA Board approved a sponsorship for the 2015 Davie Road Race. This event draws people from all over to the downtown area.

At the January 7, 2015 CRA meeting, the CRA Board approved a sponsorship for the Southeastern Circuit Rodeo Finals to be held on November 12, 13 and 14 of 2015. This is a major event which brings thousands of people to the Bergeron Rodeo Arena and the downtown area. The Davie CRA sponsored the event in the amount of \$30,000. The event was well attended and this sort of event is specifically mentioned in the Redevelopment Plan as something in which the CRA should be involved in to draw people to the downtown area.

On April 1, 2015, the CRA Board approved a sponsorship in the amount of \$2,000 for the 2015 Florida Junior High School Rodeo held at the Bergeron Rodeo Grounds. This event draws students, their families and spectators from all over to the downtown area.

The Davie CRA funded the "Concerts on the Corner/Concerts in the Park" events. Originally the "Concerts on the Corner" event was held at the northwest corner of Davie Road and Orange Drive on vacant property owned by the Davie CRA. The event was moved to the Old Davie School Amphitheater and is now called "Concerts in the Park". This location provides an amphitheater, restrooms, and additional parking for spectators. These small concerts, of which there were approximately 12 concerts, are designed to attract people to the downtown area. The

“Concerts on the Corner/Park” event includes food trucks, children’s activities and entertainment by local bands. The total cost of the sponsorships was \$6,000.

Section 11 - CRA Property Acquisition for Redevelopment

The Davie CRA closed on purchasing the ½ acre site at 4483 Davie Road from the Moose Lodge. This transaction had been pending for some time based on locating a site upon which a new Moose Lodge could be constructed. The closing on the property took place in January 2014. The price of the Moose Lodge is \$700,000 plus \$150,000 for the purchase of property on SW 63rd Avenue which will be the site of the new Moose Lodge. The ½ acre site will be added to the 2 ½ acres already owned by the Davie CRA so the total site is now 3 acres.

Section 12 – CRA Residential Area Improvements

In October of 2013, the CRA Board approved an expenditure of \$73,392.44 for the construction of nine parking spaces to supplement the existing parking at the Eastside Community Hall. The bid for the construction was approved to Weekley Asphalt Paving, a local contractor. Four bids were received ranging from the lowest bid of \$77,392.44 to \$92,028.75. The nine parking spaces have been constructed and are being utilized every day. The Eastside Community Hall did not have sufficient parking which hindered its full use as a community center. Exhibit 11 on page 56 illustrates a photo of the new parking spaces.

In 2011, the Davie CRA donated three lots owned by the Davie CRA in the Potter Park Area to Broward County for the purpose of constructing new single family homes. Broward County had Disaster Recovery Funds unspent from Hurricane Wilma which needed to be allocated. The Davie CRA agreed to donate the three lots and to spend \$8,000 for each of the lots for architectural plans so that the homes would match the Key West style homes previously built by the CRA. Exhibit 12 on page 57 illustrates these homes which are still under construction by a private firm hired by Broward County.

The CRA Board approved CRA Resolution No. R-2014-8 on May 7, 2014. This resolution approved the bid for installation of sewer laterals for properties on SW 41st Place. The bid was awarded to A1 Underground & Plumbing Services LLC in the amount of \$59,900.00. There were three bids ranging from \$59,900 to \$175,110. The sewer was installed in 2010 but 17 residences and 2 businesses did not connect as required. The project was completed in October of 2014 and came in under budget at \$40,776.00. A savings of \$19,123.34.

Section 13 - Proposed Industrial Area Improvements

As described earlier in this report the Davie CRA in January of 2013 approved two resolutions regarding the expansion of the Actavis Pharmaceutical manufacturing facility at 4955 Orange Drive. The first resolution was to pay the local share of the State of Florida Qualified Target Industry Program (QTI) to provide tax abatement assistance in the amount of \$220,000 to be paid after the investment is made by Actavis. The CRA worked very closely with the State of Florida Department of Economic Opportunity and the Greater Fort Lauderdale Alliance to make this happen. The second resolution was to pay \$440,000 in job incentive grants to Actavis after they employ what is estimated at 220 jobs. The incentive by the Davie CRA is for \$2,000 for each job times the 220 new jobs. The jobs are required to pay a salary of more than 115% of the county average. The total investment proposed by Actavis is \$40.5 million. They are planning on constructing 43,000 sq. ft. of space.

Section 14 - CRA Meetings and Community Outreach

The Davie CRA Board met twelve times during the FY 2014/2015 fiscal year to discuss and approve redevelopment activities. In addition, the Davie Police Department Community Policing Unit funded by the Davie CRA held two Downtown Davie Business Watch Meetings during the year to discuss issues affecting the business community such as common code violations and hurricane preparedness. The CRA and Community Policing Unit also had a community event on March 7, 2015 called the Downtown Davie & Eastside Neighborhood Cleanup & Trash Splash. Over 75 residents participated in collecting debris and large bags of trash. On May 9, 2015, the Davie Police Department Community Policing Unit and Davie CRA held the 2nd Annual Shred-A-Thon. Residents were able to drop off unused medicine, computer hard drives and records which needed to be shred.

The CRA informs property owners and residents within the redevelopment area through various means. The means include direct mailings to residents on some neighborhood issues and information is also provided in newspaper articles, public hearing notices; and such means as meeting agendas and backup information for these meetings which are posted on the Town of Davie website.

Representative articles from local newspapers and the Davie Update, the Town of Davie's newsletter, are attached to the report to illustrate some of the CRA activities during 2014-2015. These articles are also shown in Exhibit 13 on page 58.

In October of 2014 the CRA completed the CRA Creative Wrap Program. Seven (7) new western style decorative wraps were added to traffic control boxes to enhance the area. Illustrations of the wraps are shown in Exhibit 14 on page 75.

Section 15 - CRA Board Activity

The CRA Board took a number of other actions such as:

The CRA Board approved the 2014-2015 Budget at the September 3, 2014 CRA meeting. This is the second year of working under the revised redevelopment plan for the CRA area. The enhanced services for police activities within the CRA were continued as the two officers were continued in this fiscal year. These enhanced services include bicycle patrol, setting up neighborhood citizen watch, etc. The revised Redevelopment Plan provides a better explanation of the various programs of the CRA and provides a five year budget projection to help guide the decisions of the CRA Board.

The Davie CRA paid for lighting the trees on Davie Road with holiday lights. The Davie CRA also paid recurring costs for things such as maintaining CRA property, maintaining the street lighting on Davie Road and the landscaping along Davie Road as well as the public parking lots within the CRA.

The CRA Board approved the CRA Annual Report for FY 2014-2015 on March 2, 2016.

Section 16 - CRA Administration

The CRA Board is composed of the five members of the Davie Town Council serving as the Board of the Davie CRA. The office was relocated to 4700 Davie Road, Suite D in September of

2014. Finances are processed by the Town of Davie Budget and Finance Department. Legal counsel for the Davie CRA is provided by John Rayson who also serves as Town Attorney.

On October 1, 2014, the Davie CRA merged with the Housing and Community Development Department (now the Community Services Division) to create the Office of Community Development. The Office of Community Development combines two distinctly separate functions with overlapping initiatives. Both offices develop and administer programs, activities, and policies that assist in the creation of economically viable and sustainable neighborhoods and business districts. In FY 2015, this reorganization allowed the Davie CRA to better focus on the economic development needs of the redevelopment area, and the Community Services Division to address housing and social service needs through targeted action plans. As of October 1, 2014, the Davie CRA operated with the head of the CRA being the Community Development Director. The Redevelopment Administrator was retained as a part-time consultant and the CRA Coordinator worked full-time.

Section 17 - CRA Revenue – Tax Increment Financing

In 2014-2015 the Davie CRA received \$2,841,494 in tax increment funds from participating taxing authorities. The following amount represents the 2014 actual taxable values as well as providing base year tax information for the original redevelopment area, the first expanded area, and the second expanded area.

1. Original Redevelopment Area	
2014 Total Value	\$135,571,780
1988 Base Year	<u>\$ 49,655,701</u>
	\$ 85,916,079
2. Expanded Redevelopment Area #1	
2014 Total Value	\$267,478,280
1994 Base Year	<u>\$105,230,320</u>
	\$162,247,960
3. Expanded Redevelopment Area #2	
2014 Total Value	\$9,463,410
1997 Base Year	<u>\$ 165,980</u>
	\$9,297,430

The above information represents the data for Broward County, the Town of Davie, and the Children's Services Council of Broward County as their boundaries encompass the entire redevelopment area. The other governmental bodies contribute over lesser boundaries; hence the tax increment for South Broward Hospital District, North Broward Hospital District, and Central Broward Water Control District are lesser taxable amounts.

The following shows the tax revenues received from each of the individual taxing districts for 2014-2015:

Broward County	\$1,335,061
Town of Davie	\$1,243,219
South Broward Hospital District	\$ 39,955
North Broward Hospital District	\$ 51,253
Central Broward Water Control District	\$ 52,598
Children's Services Council of Broward County	\$ 119,408
TOTAL	\$2,841,494

The annual financial audit is available on the Town of Davie Community Redevelopment Agency website at www.davie-fl.gov. The Davie CRA is a component part of the Town of Davie and is part of the Town's audit. During FY2014-2015, the CRA paid interest payments in the amount of \$409,163.07 and principal payments totaling \$1,276,515.93 for a total of \$1,685,679 on the bonds issued at the end of 2010.

Section 18 - Redevelopment Goals, Objectives and Policies – FY 2014-2015 Comparison

The Davie CRA has reviewed its actions in comparisons to the goals, objectives and policies within the approved Redevelopment Plan. A summary of the concurrences follows:

Goal Area "A": The CRA continues to maintain and enhance its current projects in accordance with its adopted Redevelopment Plan.

Concurrence: The Davie CRA continues to implement and follow its Redevelopment Plan. Each individual program and project is evaluated for compliance with the Redevelopment Plan during budget preparation and in evaluating individual projects during the year.

The Davie CRA Redevelopment Plan lists a number of capital improvement projects which are expected to be implemented. Those projects are being budgeted and the work accomplished. An example is the SW 41st Street parking lot. Other projects such as the Eastside Infrastructure Improvements and the Westside Drainage Project Improvements are being planned with engineering and are slated for construction to begin in 2016.

Another example of meeting program objectives is to support activities such as the Orange Blossom Festival which bring people into the Downtown area and which supports local businesses. The Davie CRA helped sponsor the Orange Blossom Festival with a \$7,500 donation. The Davie CRA also pays for vouchers which encourage people to shop and dine within the Davie CRA by offering a deep discount on their purchases. The Davie CRA also helped sponsor the Southeastern Circuit Finals Rodeo for \$30,000. This event brings thousands of people to the area over a three day period.

Goal Area "B": The CRA shall implement programs aimed at meeting area-wide needs within the community redevelopment area.

Concurrence: The Davie CRA strives to meet the needs of the Redevelopment Area. The Redevelopment Plan divides the CRA area into individual areas of the town center, the residential area, and an industrial area. One objective of this goal is to strive to improve the visual

appearance of the community redevelopment area. The Davie CRA now offers the Commercial Property Improvement Grant as one of the strategies to improve the visual appearance. In the past year, the Davie CRA approved two grants for improving commercial properties and two grants for improving residential properties. Commercial grants were approved for Wells Fargo Bank for \$100,000 plus \$30,000 for closing curb cuts on Davie Road. The \$30,000 was paid to Wells Fargo but they do not yet have a certificate of completion so the \$100,000 has not been paid.

In the industrial area, the Davie CRA agreed to future payments to Actavis Pharmaceuticals to assist that company for a large expansion of their manufacturing facility. The proposed addition is 43,000 sq. ft. with an investment of \$40.5 million to employ 220 more people. The Davie CRA committed \$660,000 toward this future expansion which is not paid until the plant is actually built.

Goal Area "C": In recognition of variations in social, physical and economic conditions throughout the CRA, each identified geographic sub-area of the CRA shall be stabilized, renewed or redeveloped according to the long-range strategy:

Concurrence: The Davie CRA has provided programs and strategies for each of the sub-areas which are identified in the plan. The annual report demonstrates some of these programs which are available for each of these areas. For example, in the residential area the Davie CRA has a grant program to assist in connection to the sanitary sewer system. The Davie CRA is taking a major steps toward revitalizing the residential neighborhoods by providing for major upgrades in the storm sewer system, improving the water system as well as improving the sanitary sewer system. The Davie CRA has completed the first phase of these improvements. Plans are completed for the next phase and are ready to be bid out.

These infrastructure projects will also serve the commercial properties on the east side of Davie Road by providing drainage at a common site which will remove the requirement for each individual lot to have its own water storage. The sites along Davie Road will also have sanitary sewer lines to connect to and will have increased fire protection with water lines which will support fire hydrants. The Commercial Property Improvement Grant will also provide an economic incentive to make improvements to commercial properties.

Goal Area "D": The Davie CRA shall conduct its business in accordance with Florida State Statutes, the Town Ordinance which created the Davie CRA, and adopted standards and procedures within the redevelopment area.

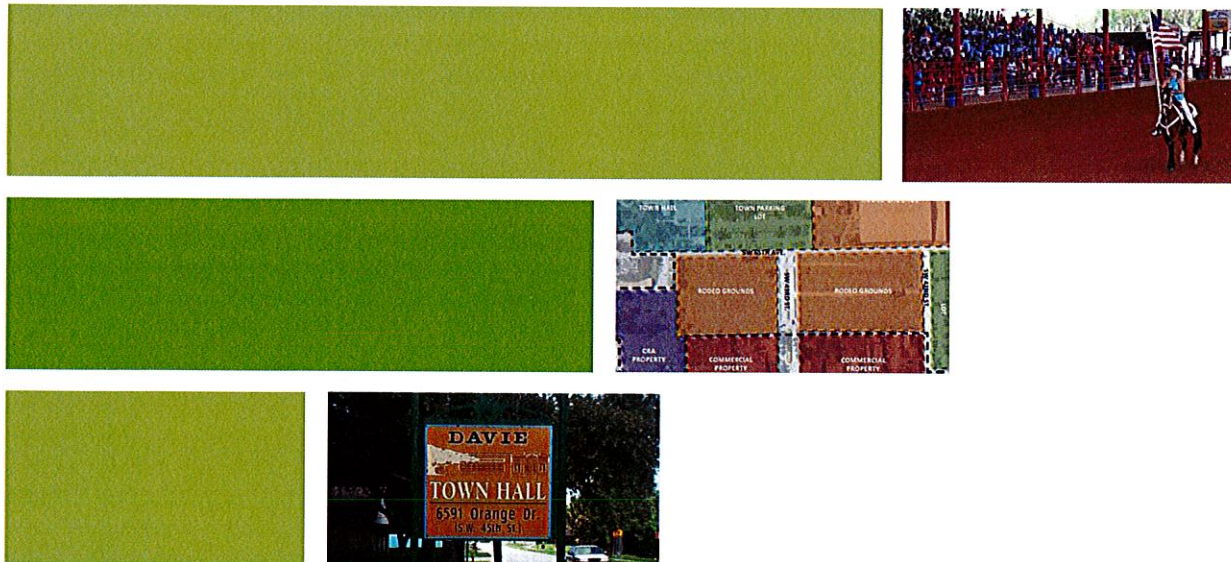
Concurrence: The Davie CRA follows the regulations in the Florida State Statutes, the Town Ordinance and adopted standards and procedures within the redevelopment area. The Town of Davie prepares an annual report and submits to the State of Florida, the Town of Davie and the contributors to the tax increment fund of the Davie CRA. The Davie CRA provides for public notice of its meetings through the Town Clerk's office and posts agenda, minutes and other information on the Town of Davie/CRA website. The Davie CRA keeps the public informed through articles in the Town of Davie Update, provides public notice of meetings when required, and sends letters to the community when they are affected by CRA actions such as the infrastructure projects. Now that Town Council is serving as the CRA Board, all of the Davie CRA meetings are carried on local cable television. The Davie CRA works closely with the Town of Davie's various departments as well as with other organizations. The Davie CRA also provides various outreach efforts such as providing speakers at service clubs or public forums,

providing written information at various formats such as Chamber of Commerce events. Exhibit 13 depicts articles about the Davie CRA in local newspapers during FY2014-2015.

EXHIBIT 1
ULI TAP REPORT

Technical Assistance Panel

Town of Davie Community Redevelopment Agency (CRA) Downtown Centerpiece



August 6 and 7, 2015
Davie Town Hall

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Urban Land Institute Southeast Florida/Caribbean District Council Technical Assistance Panels

What Are Technical Assistance Panels (TAPs)?

Since 1947, the Urban Land Institute's (ULI) Advisory Services Program has been assisting communities by bringing together week-long panels of seasoned real estate, planning, landscape architecture, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Several years ago, the ULI Southeast Florida/Caribbean District Council began providing panel services of one or two days to address specific local government issues in areas such as housing, parking, redevelopment, and future land use development. The District Council has more than 850 members spread along the east coast of Florida from Indian River County through the Florida Keys and from the Caribbean.

How Do TAPs Work?

A sponsor requests the services of a TAP with regard to a specific issue that can be addressed by a panel of experts in one or two days. The District Council assists the sponsor in refining the scope of the assignment and convenes a panel to address those specific issues. The sponsor works within ULI guidelines to provide background information to ULI panelists prior to the panel's convening. When convened, members of the TAP view the subject site, hear from public and private stakeholders, and then deliberate on the assigned issues. At the conclusion of its work, the panel presents an oral report to stakeholders; that is followed by a written report within approximately six weeks. To ensure objectivity, panel members cannot be involved in matters pending before the sponsor, be working for the sponsor, or solicit work from the sponsor during the panel's assignment period. Panel members volunteer their services to the project.

Who Is ULI?

ULI was founded in 1936 as a non-profit institute to facilitate the open exchange of ideas and information among local, national, and international real estate industry leaders and policy makers dedicated to creating better places. Today it has more than 36,000 members worldwide (800 in Southeast Florida). The ULI does not lobby or act as an advocate for any single industry. It is committed to providing leadership in the responsible use of land and creating and sustaining thriving communities.

Sponsors and Panel Members

Sponsor

Town of Davie Community Redevelopment Agency (CRA)

Town of Davie Town Council

Judy Paul, Mayor

Susan Starkey, Vice Mayor

Bryan Caletka, Council Member

Caryl Hattan, Council Member

Marlon Luis, Council Member

Town of Davie CRA Board Members

Judy Paul, Chair

Marlon Luis, Vice Chair

Bryan Caletka, Board Member

Caryl Hattan, Board Member

Susan Starkey, Board Member

Town of Davie CRA Staff

Giovanni Moss, Director, Office of Community Development

Cheryl Ellett, CRA Coordinator

Panel Members

Chair

Eric D. Swanson
Director of Real Estate, Odebrecht USA
Coral Gables, FL

Panelists

Emran Ally
Vice President, CBRE
Miami, FL

Dr. Charles Bohl
Director of Masters in Real Estate Development & Urbanism
University of Miami, School of Architecture
Coral Gables, FL

Reinaldo Borges, R.A., AIA, NCARB
Principal-CEO, Borges Architects + Associates
Miami, FL

John Crossman
President, Crossman & Company
Orlando, FL

Stephen Jones
Director of Investments, Odebrecht USA
Coral Gables, FL

Paul Lambert
Managing Principal, Lambert Advisory LLC
Miami, FL

John McWilliams, P.E.
Vice President, Kimley-Horn
Plantation, FL

Will Pierce
Associate, Grass River Property
Miami, FL

ULI Southeast Florida/Caribbean District Council

TAP Vice Chairs

Chuck DeSanti, Principal, DeSanti & Associates, Inc.

Sam Poole, Esq., Berger Singerman

District Council Staff

Julie Medley, Executive Director

Vanessa Dennis, Manager

Eralda Agolli, Senior Associate

Jean Scott, TAP Report Preparation

ULI Southeast Florida/Caribbean District Council

3170 North Federal Highway, Suite 106
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Phone: 954-783-9504

Introduction, Panel Process, and Agenda

Introduction

The Town of Davie Community Redevelopment Agency (CRA) asked the ULI Southeast Florida/Caribbean District Council to convene a TAP to provide advice and recommendations regarding redevelopment strategies, incentives, and general market potential for the development of a western-themed downtown centerpiece that includes property owned by the CRA and Town of Davie and to investigate a private development partnership to redevelop the area. The site (Figures 3 and 4) for that development (the focus of the TAP) is located within the boundaries of the CRA and includes property owned by the CRA, the Davie Town Hall, and Bergeron Rodeo Grounds.

Below are descriptions of:

- The process used by the TAP to get to know the focus site and develop its recommendations.
- Information about the Town of Davie and its CRA, the TAP study site, what residents and businesses want for the area along with their concerns, and the specific issues that the CRA asked the TAP to respond to.

A separate section summarizing the TAP's recommendations concludes this report.



Figure 1

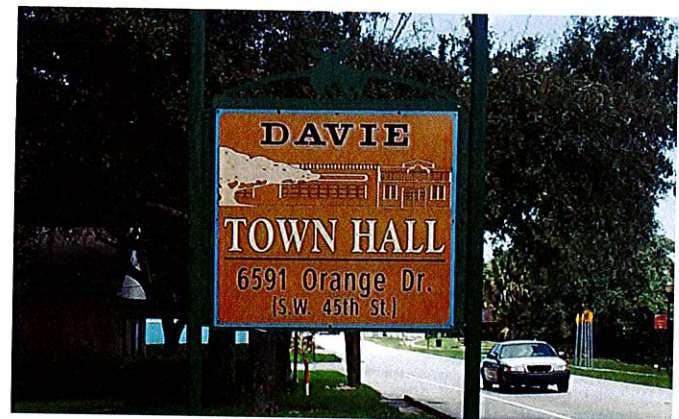


Figure 2

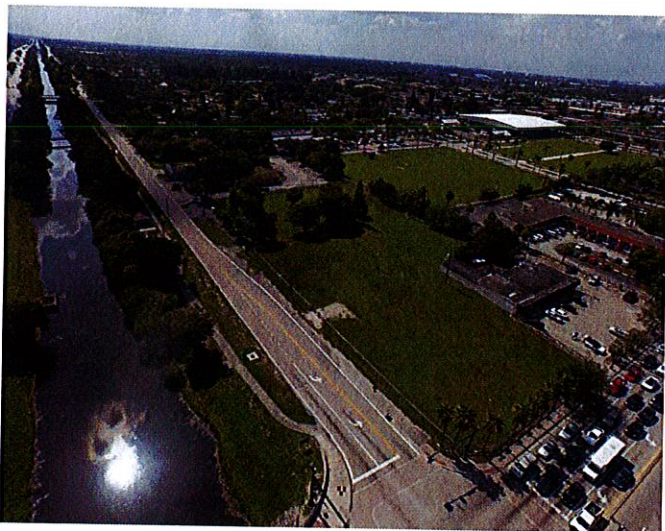


Figure 3

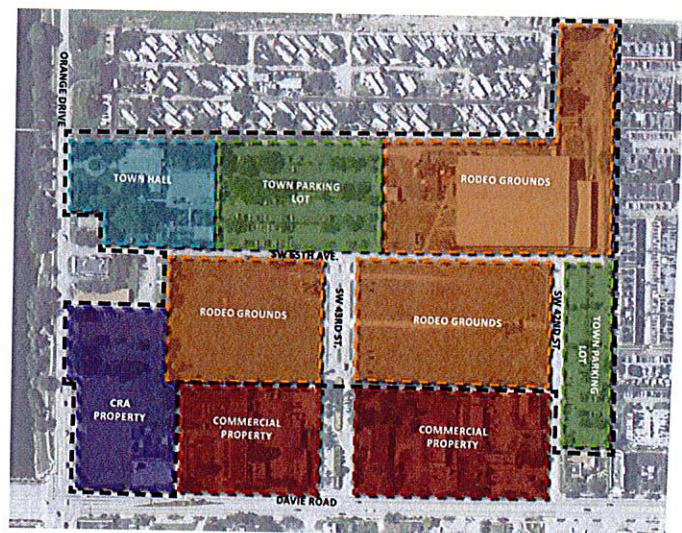


Figure 4

The TAP provided opportunities for public input at the Town of Davie Council Chambers in (Figures 1 and 2). The TAP also toured the area identified by representative of the Town and CRA for the development of western-themed downtown centerpiece (Figures 3 and 4).

Panel Process

To develop an effective set of sound and practical recommendations, the TAP process centered on the following six steps:

- Representatives from the ULI Southeast Florida/Caribbean District Council met with members of the Town of Davie and CRA staff to discuss issues related to its assignment to understand the market potential for and recommend a set of strategies that will lead to the development of the TAP focus site as a western-themed downtown centerpiece.
- ULI Southeast Florida/Caribbean District Council staff researched the Town's and CRA's goals for the TAP and, based on that research, selected the TAP members who had the expertise most appropriate for addressing the issues raised by the Town and CRA staff.
- The TAP members received a complete set of pre-meeting briefing materials about the Town, CRA, and the area proposed for development as a western-themed downtown centerpiece. TAP members also participated in a tour of the area and were briefed by CRA staff about its challenges and opportunities.
- The TAP session extended over one and one-half days. Its work sessions and public comment meetings were held at the Davie Town Hall (Figure 1).
- The TAP presented a number of initial recommendations at a public discussion at the end of its visit.
- The TAP, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared a report on its recommendations and conclusions.



Figure 5

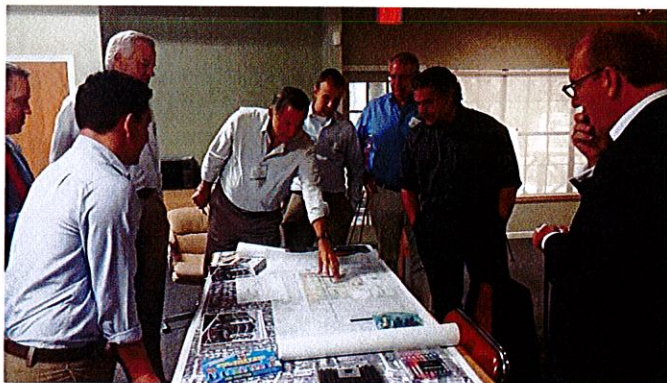


Figure 6



Figure 7

The TAP's tour of its study site included an opportunity to learn more about the Bergeron Rodeo Arena (Figure 5). Members also spent a day and a half working together to develop its recommendations (Figure 6), starting with an organizational session on August 6. The TAP also participated in public input sessions that enabled its members to learn about public concerns about and hopes for the TAP study area (Figure 7).

Panel Agenda

The agenda (included as Appendix A) for the one and one-half day TAP was organized as follows.

On August 6, the panel began its orientation with a lunch meeting briefing about and bus tour of the site and surrounding area proposed for a downtown centerpiece that would feature the town's long-established western brand. The tour included Davie Road, the town's colleges and universities, and University Drive. Town and CRA staff also acquainted the panel with Davie and its unique history, the CRA, and the planning and public investment context for the focus site.

Following the tour, the TAP held an organizational work session and then met with residents from the Davie community and other interested parties to learn from their views. That evening, panel members participated in a working dinner meeting with the Town Administrator, the Assistant Town Administrator, the Community Development Director/CRA, CRA staff, and several CRA Board Members.

On August 7, the panel spent the morning and afternoon working on the specific questions that the CRA had asked it to address. During the day, the TAP narrowed and organized its ideas into a meaningful set of priorities. In the late afternoon, the panel members presented their initial observations and recommendations and heard comments from an audience of residents, businesses owners and operators, community partners, and CRA and Town of Davie officials.

Background: The Town of Davie Community Redevelopment Agency Downtown Centerpiece

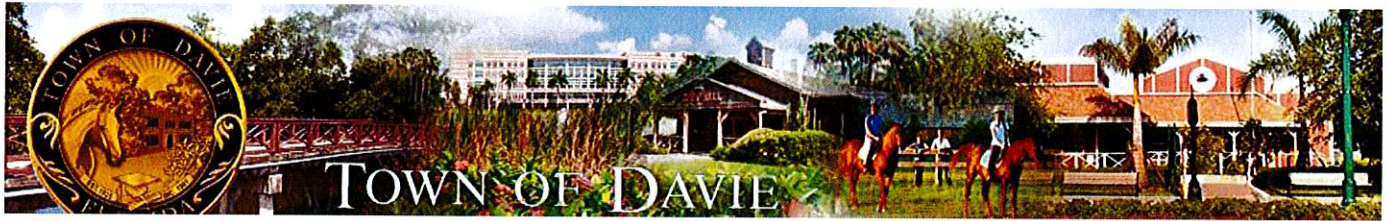


Figure 8

The Town of Davie and Its CRA

The Town of Davie

The Town of Davie offers a combination of assets that make it unique in the Southeast Florida metropolitan region. It combines a distinctive rural quality of life, especially in the most westerly located neighborhoods, with a concentration of higher education institutions. It also enjoys a rich history that dates back to the early 1900s when the construction of South Florida's irrigation and drainage canals began. Today, the Town of Davie has grown to include many more urban neighborhoods and a population approaching 100,000 residents. The Town is centrally located in Broward County and provides excellent access to the rest of the region and points beyond. Specific features include a:

- Lush 35.6 square mile lush community that is home to over 95,000 residents.
- Rich history that goes back to the early 1900s when the first settlers arrived from the Panama Canal Zone.
- Rural atmosphere with numerous parks and a system of equestrian trails covering more than 165 miles that provides an equestrian lifestyle and amenities that are rare in a rapidly urbanizing region.
- Nexus of nationally recognized colleges, technical schools, and universities known as the South Florida Education Center (SFEC). Part of the SFEC is surrounded by a commercial district along University Drive to the west and Davie Road to the east. Additional commercial areas are located near I-595.
- Transportation system that provides residents, businesses, and visitors with convenient access to 595, I-95 and the Florida Turnpike, the Fort Lauderdale/Hollywood International Airport, and Port Everglades, the state's deepest port.



Depicted above, Davie offers residents a unique rural style in close proximity to a concentration of higher education institutions. It also has a rich history connoted in how it was identified: the first improved town in the Everglades. Located in Davie's Historic Western-Themed Downtown District, the Bergeron Rodeo Grounds (left) are a major community resource that contributes to the Town's distinctive character and its economic base.

Figure 9

The CRA

Established in 1988, the Davie Community Redevelopment Area (Figure 10) contains 1,104 acres and a population of 6,200 housed in some 2,500 residential units, both single- and multi-family. In addition to its residential uses, the redevelopment area offers a variety of commercial and retail uses and a number of public buildings and park areas. It also has several land tracts that are vacant or have unoccupied structures. The redevelopment area can be generally divided into five geographic subareas (Figure 11). The five areas are the Davie Road corridor, residential areas, industrial area, Griffin Road corridor, and historic area, which includes the TAP focus sites and is described in the next section of this report, Planning Context.

The CRA sponsors a variety of projects to enhance its planning area and facilitate redevelopment and private investment. Examples are water and sewer and drainage improvements and major roadway enhancements that include the 2015 Davie Road Mobility Project. Work is now underway to provide better and alternative routes to Davie Road. Another important project is the installation of a wayfinding signage system (Figures 11 and 12) within the CRA to point the way to key destinations and public parking.

The CRA also sponsors programs to assist businesses within its planning area. They include a:

- Commercial Loan Subsidy Program – a cash grant to help pay the mortgage interest for a new building, a building addition, or building improvements (Figure 13).
- Commercial Property Improvement Program – grants and/or interest participation loans to encourage property and business owners to restore, renovate, rehabilitate, or improve their building and/or property.

The programs above, along with many of the CRA's public improvements, are funded through the CRA's tax increment financing (TIF), a financing mechanism that Florida CRA's can use to pay for redevelopment of a slum or blighted area through increased ad valorem tax revenues that result from the redevelopment. The Town of Davie CRA anticipates collecting approximately \$16.2 million in tax increment revenues over the next five years.

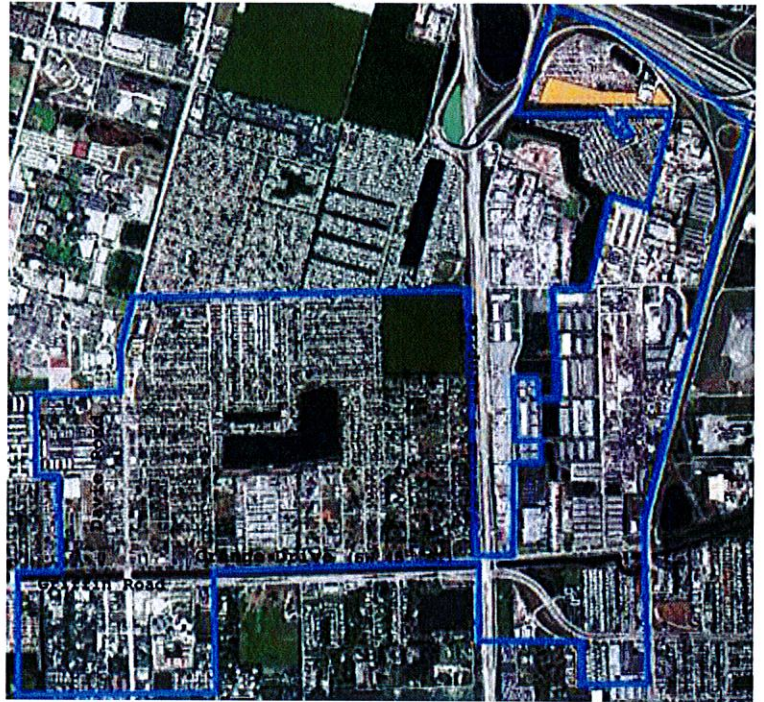


Figure 10

The Davie CRA boundary (top graphic) includes the historic subarea that contains the TAP focus sites. CRA projects include installing wayfinding signs (below) that help direct visitors and residents to key Town destinations.

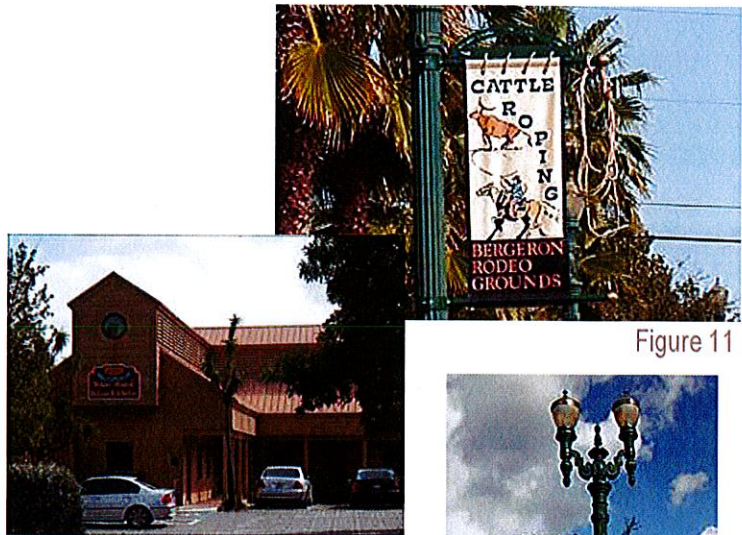


Figure 11



Figure 13



Figure 14



Figure 12

The Planning Context

The TAP focus area has a Regional Activity Center (RAC) zoning designation and is bounded by Transit Oriented Streets (TOS). The RAC regulations cover a number of provisions including permitted uses, setbacks, and minimum and maximum building heights. Shared parking is encouraged. The TOS corridors are designed for mixed-use development and provide transit lanes in most cases, wide sidewalks to encourage walking, and buildings placed close to the street and build-to lines in order to provide a sense of enclosure to the street corridor.

Important to the TAP focus area is the Western Theme District (shown in Figure 15), the goal of which is to connote a contemporary western image in downtown Davie. The character of the Western Theme District is supported by the 2009 Western Theme Development Manual that provides guidelines that evoke downtown Davie's distinguishing western image and roots as an agricultural and cattle raising community that today includes the presence of horse and equine activities. The images and diagrams presented in the manual, which relate to both overall urban design and the character of individual buildings, are intended to illustrate the desired western theme, drawing from a study of the western United States, and the principles of Traditional Neighborhood Design. The focus of the district is to create a downtown civic center that includes the Davie Town Hall and Bergeron Rodeo Arena.

Another important planning element is the Town of Davie's Thematic Historic District (also shown in Figure 15). Adopted by the Town of Davie Council in 2011, the district includes the Bergeron Rodeo Arena and Grounds, Davie Town Hall, Davie Woman's Club, and the Old Davie School. The purpose of the Western Theme District is to preserve a designated area that contains locally significant elements of Davie's historical, cultural, and architectural assets. The ordinance establishing the district provides standards for the preservation and rehabilitation of historic properties and the restoration or reconstruction of historic sites. In a related action, the Town of Davie Town Council adopted a resolution that provided for restrictive covenants for preserving the Town's history, culture, and heritage, along with the history of South Florida. The covenants place restrictions on the use and development of the Davie Town Hall, the Bergeron Rodeo Grounds, and the site known as the Huck Liles property.

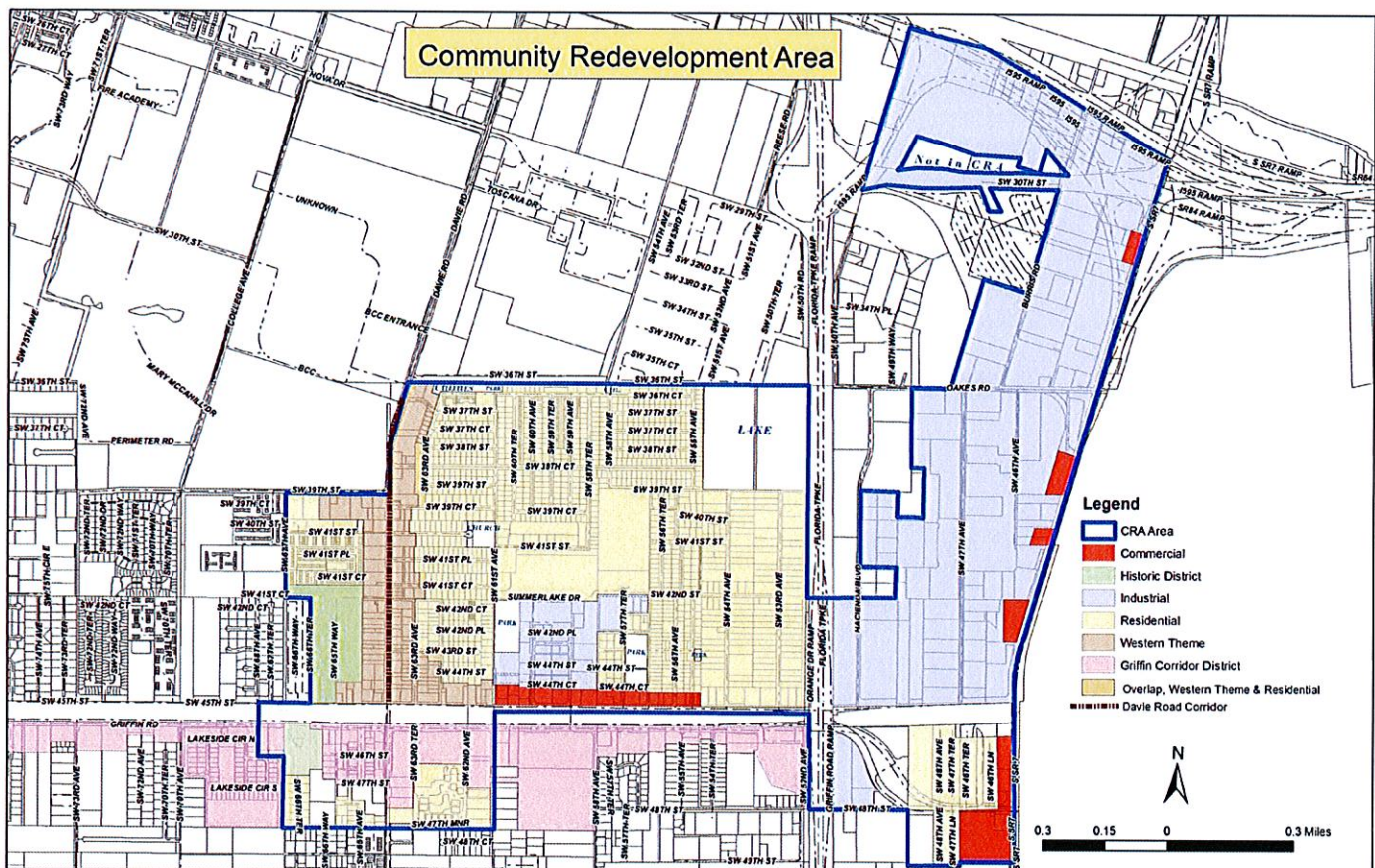


Figure 15: The Historic District and Western Theme District within the CRA planning area.

Learning from Area Residents and Businesses

The TAP provided two opportunities for residents and businesses to offer their hopes and concerns about the TAP focus area. Their comments are highlighted below.

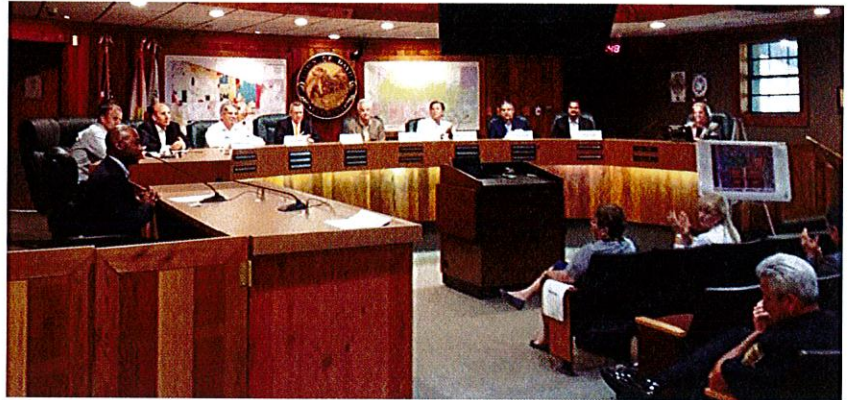


Figure 16: The TAP devoted significant time to learning from area residents and businesses and using the information gathered in the development of its recommendations.

- The importance of the Bergeron Rodeo Grounds and Arena: The Bergeron Rodeo Grounds and Arena are viewed as a major asset and big draw to the area, bringing in potential customers for downtown businesses.
- A downtown that creates a positive experience for pedestrians: People need to feel safe and welcome when they visit downtown Davie. Currently, downtown Davie is a ghost town after 5:00 PM. Fast moving traffic and not enough lighting are problems. Downtown needs to appeal to families and multiple generations, including the next one. To be appealing to the next generation, living in Davie must be affordable and there should be opportunities for small businesses. As one resident commented, “The old pioneer families are an outstanding cornerstone of Davie, but newer businesses contribute to the fabric of our town.”
- A distinctive brand in urbanized South Florida: Of the 30 some cities and towns in Broward County, the Town of Davie is unique because of its character, heritage, and identity. “There is no confusion about where you are when you’re in Davie,” observed a resident. “We need to keep our Cowboy Town identity,” another resident emphasized. A similar comment was raised regarding Davie’s embracing agritourism: “Davie is horses.” Another part of being distinctive in the region is restaurants that are unique to Davie, “not those found at Hard Rock and Sunrise,” offered a resident.
- Educational partnerships: More things should be done with the educational facilities located in Davie – “We need to be partners, not just cohabitants”.
- Role of the Arts. The arts should be a big component of any downtown redevelopment.
- Plan implementation: The plan that is generated needs to be implementable and not just collect dust on a shelf.

Issues for the TAP

As outlined earlier in this report, the TAP’s focus was on creating a downtown centerpiece that incorporates and enhances the Town of Davie’s valued western theme that distinguishes it from other communities and creates a unique and desirable place to live, work, and play. Issues related to that goal that the TAP was asked to address focused on:

- The highest and best uses for the three-acre parcel at the northwest corner of Davie Road and Orange Drive.
- How the Town-owned site (includes the current Town Hall site), Bergeron Rodeo Grounds, and Huck Liles property could be properly developed and still be in compliance with the restrictive covenants on them. As part of that issue, the TAP was asked if housing should be provided for and, if so, the recommended type. Suggested partnerships, focus of uses, and timing of development were also on the TAP’s issue list.
- The marketing strategy that should be deployed to attract partners and investors to the properties.
- The incentives that might be considered by the CRA and the Town to attract development.
- Potential uses for the Town Hall site and what can be done to increase the events at the Bergeron Rodeo Arena and make the facility more functional. A related issue was the kinds of improvements that are possible for the Huck Liles property that are consistent with the restrictive covenant on it.

- The optimal location for the potential construction of a new Town Hall, recognizing Davie's western culture and existing development restrictions.
- If considerations should be given to expanding the three-acre parcel owned by the Davie CRA and, if so, for what purpose.
- The type of parking that should be considered for the entire site and where it should be located.

Panel Response to the Town of Davie Community Redevelopment Agency's Questions

To respond to the issues that the panel was asked to address, the TAP began its recommendations with a discussion of what should be the key elements of a plan for creating a downtown centerpiece. The TAP members' overall advice was to:

- Double down on the western theme. That should include enhancing and promoting a well-researched and widely accepted western-themed brand that makes Davie unique in the South Florida metropolitan region.
- Continue treating the Bergeron Rodeo Arena as an asset to the community that should be enhanced, including increasing the facility's uses and activities.
- Use the vacant three-acre CRA property as the key to jumpstarting the Davie Town Center.
- Maintain and improve the Town Hall complex.

The Town of Davie has an exceptional concentration of unique community assets that set the Town's center apart from other places in South Florida. Capitalizing on those assets should be the foundation for moving forward.

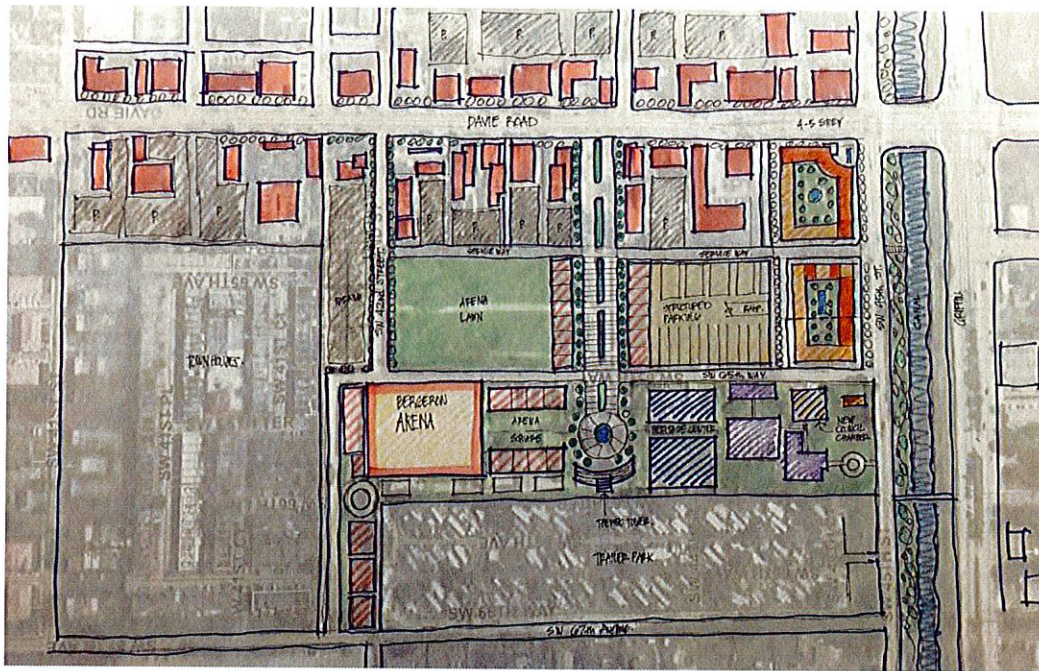
The ULI Technical Assistance Panel

The TAP used the advice described above to construct three scenarios that are summarized later in this report. Each scenario offers a distinct alternative in what might be achieved by creating a downtown centerpiece. A key feature of the scenarios is that they are not mutually exclusive. Each requires slightly a different policy direction and investment strategy to be pursued by the Town Council and its CRA Board.

Recommended Action Strategies: Creating a Western-Themed Downtown Centerpiece for the Town of Davie

To achieve the above, the TAP outlined an overall organizing framework (Figures 17 and 18 on following page) for its recommendations, which are listed below and outlined on the following pages:

- Achieving the highest and best use for the CRA-owned three-acre parcel at the northwest corner of Davie Road and Orange Drive.
- Maximizing the Town of Davie property consistent with the restrictive covenants on the site.
- Expanding the CRA-owned three-acre parcel.
- Planning the type and location of parking that serves both the three-acre and arena sites.
- Enhancing the transportation network.
- Promoting a sense of place and community and attracting customers for businesses through events.
- Polishing the Town of Davie brand and putting in place a marketing strategy to increase activity in the area.
- Creating a toolbox of meaningful incentives that will attract development.



Figures 17 and 18: The TAP's recommended organizing framework for its recommendations. The lower image provides a condensed view of the broader view illustrated in the top image to give a closer view.



Legend for Figures 17 and 18

- Pink Stripe: Proposed new retail – seasonal to events in arena, perhaps even temporary
- Yellow strip: government and commercial office uses mainly on upper levels with retail on the street level
- Solid Orange: Residential or office uses, depending on market response
- Solid Pink: Existing retail or redeveloped retail
- Light Green: New parking structure
- Blue stripe: Repurposed government or public
- Dark Green: Public lawn for versatile uses, including rodeo prep.
- Gray: Surface parking to support existing and redeveloped retail



Figure 19: Highest and best uses for the CRA-owned three-acre parcel is mixed-use buildings with retail or desirable dining on the ground floor with residential or offices uses above.

Figure 20: Festivals are an example of uses that activate the street and draw residents and visitors to the core downtown centerpiece.



» Achieving the highest and best use for the CRA-owned three-acre parcel at the northwest corner of Davie Road and Orange Drive.

The CRA's three-acre parcel at the northwest corner of Davie Road and Orange Drive, the TAP emphasized, is the key to jumpstarting the Town's goal to establish a walkable, mixed-use town center for downtown Davie that embraces its history and western-themed culture. The highest and best uses of the site are three-to-five story commercial mixed-use buildings with destination dining and ancillary retail on the ground floor and residential or offices above (Figure 19). With the proximity of the canal, some of that dining could become waterfront to create a more intimate experience away from the traffic of Davie Road, the TAP noted. There is a limited amount of commercially developable space in the area, the TAP continued, which makes the CRA parcel even more critical to the success of a centerpiece development. Both residential and office uses could be in demand at the three-acre location, particularly if the Town is willing to be an anchor tenant by relocating space it leases in other buildings around Town. Requesting developer input for the site is critical in order to determine the most feasible outcome.

» **Maximizing the Town of Davie property consistent with the restrictive covenants on the site.**

The TAP emphasized a number of strategies to maximize use of the Town of Davie property.

- The primary Town Hall complex should remain where it is. Some departments within the complex could be moved off site (potentially in the commercial space proposed in the three-acre parcel) to free up space for a new or improved Town Council chambers.
- The rodeo facility should continue to be used for rodeos and other events including equestrian activities, although the area surrounding the roofed part of the facility should be reconfigured to flow into the town center. Potentially creating a museum featuring the Everglades or honoring the Town's western heritage of the Town could be a part of the approach. Such a reconfiguration would encourage people to walk to and from the rodeo and Davie Road businesses.

Specific design provisions should include continuing to use the southern part of the rodeo grounds (Huck Liles Property) for parking to support rodeos, events, and the new proposed town center, as described in the parking section of the recommendations. The northern portion of the grounds should also continue to be used for rodeo parking. The lawn area should be improved to support a variety of uses (Figure 20 shows one such example) when not needed for parking, such as family movie nights, arts and crafts fairs, festivals, kids' soccer nights, and other community events. When evaluating more intense uses of the lawn area, the soil types should be investigated as should the most durable lawn cover for both rodeo parking and non-rodeo events. The edges of the northern portion should have a formal streetscape (sidewalks, street trees, and rustic wooden fences, for example) to define the space as the town square.

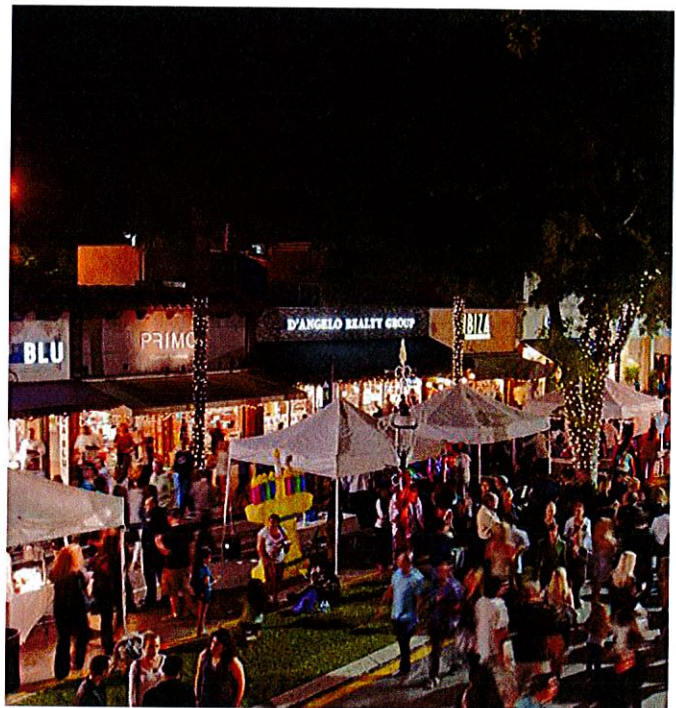


Photo by insidefortlauderdale.com and design215.com

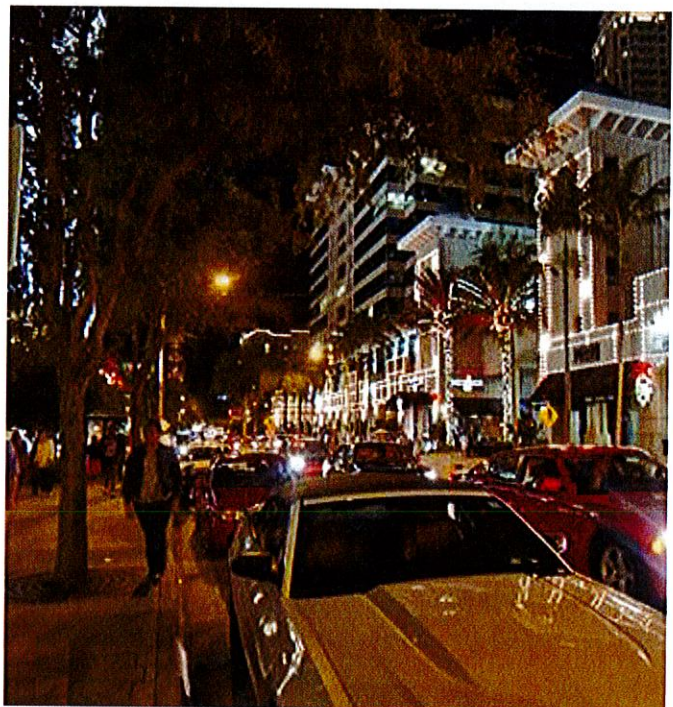


Photo by insidefortlauderdale.com and design215.com

Figures 21 and 22: Las Olas Boulevard in downtown Fort Lauderdale provides a good example of a street designed for the safe and pleasant movement of people and vehicles. Design features include on-street parking that shelters pedestrians from moving vehicles. Street trees and building features provide the shade that is particularly important in sunny South Florida. Los Olas is also the focus of community events that draw people to the downtown.

“Creating the center of town where residents and visitors want to keep coming back to and where businesses want to invest and stay will require careful attention to all the details of creating great public spaces that function for people as well as cars. That careful attention can’t stop when the project is completed. It must continue over time as conditions change to be truly successful.”

The ULI Technical Assistance Panel

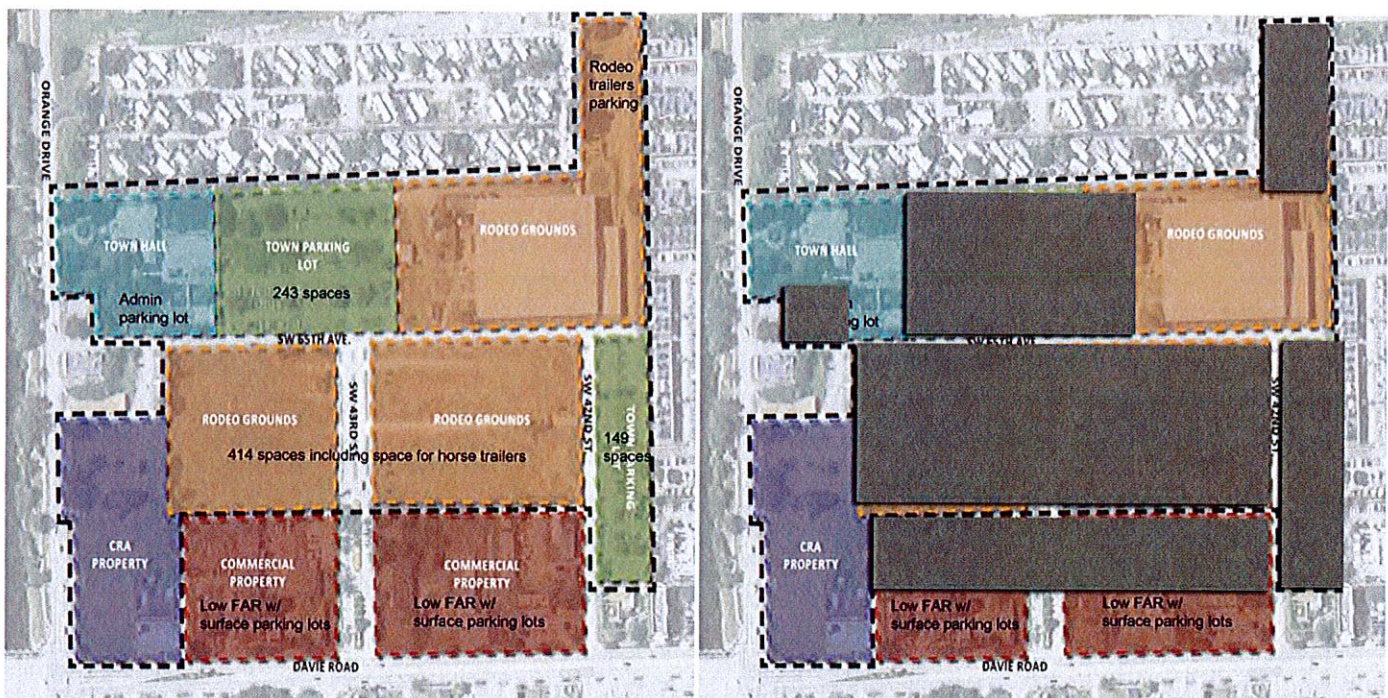
» Expanding the CRA-owned three-acre parcel.

The TAP resoundingly said yes to the CRA question about whether or not the CRA-owned three acre parcel should be expanded. Acquiring the two parcels west of the three-acre CRA parcel would allow the CRA to divide the expanded parcel into two separate development opportunities that could be phased separately. Separate phasing would use the land more effectively for construction, create greater development opportunities, and reduce developer risks. Provisions could include the continuation of the SW 65th Avenue extension to Orange Drive to complete the street grid and create additional retail frontage, greater value for businesses in the area, or improved service areas.

» Planning the type and location of parking that serves the entire site.

Parking, the TAP recommended, should be consolidated in order to create shared parking areas that would support commercial properties on the west side of Davie Road, similar to the strategy implemented on the east side of Davie Road. Additional strategies should include:

- Incorporating on-street parking in the town center and adjacent street network where possible to provide convenient parking, increase parking capacity, and create a low speed and safe pedestrian environment (Figure 23).



Figures 23 and 24: The TAP recommended parking strategy illustrated above (left) shows ideas for how parking uses within the TAP study area could be utilized much more effectively by concentrating parking in a garage at the southern end of the rodeo site versus land-consumptive surface parking. For comparison, the right image above shows more graphically how much of the land in the area (over 50 percent) is currently utilized for parking.

- Considering the implementation of on-street parking on Davie Road during off-peak traffic hours to slow traffic and create a safer pedestrian-friendly environment. Street parking will also provide a noise buffer for pedestrians from vehicular traffic.
- Locating a parking structure on the southern Rodeo Grounds (Huck Liles) site to serve rodeo activities, town festivals, events, and such other uses that will serve and support community activities including the establishment of a Town Center.

The parking strategies could be carried out in two phases: Phase I, the formal surface parking lot, and Phase II, a multi-use parking facility. The facility should feature a high ground level clearance and convertible ground floor for handling cars, large vehicles such as horse trailers, and unique temporary horse stalls as needed for rodeo and community events. Horse stalls can be created temporarily on the garage floor using rubber mats. Those developing the CRA property could be required to help pay for the parking facility in exchange for parking spaces to support the proposed development and satisfy code requirements.

To further illustrate its comments about strategies to create a downtown centerpiece, the TAP offered a number of examples (depicted in Figures 25-29 on the following page) of town squares that work. Each illustrates place making principles recommended by the TAP to create an exceptional location for residents and business to gather, walk around, stay a while, and return to. The Southlake Town Square, for example, is based on a study of traditional Texas towns (Figure 25) that are centered on a street grid lined with two- and three-story commercial buildings, defining a town center lined on one side by the Town Hall (Figure 26). The Town Hall also faces a town green (Figure 27) that can be used for events during the day.

Consistent with the Western Theme Overlay Zoning District Development Manual adopted by the Town of Davie and described earlier in this report, such places should offer:

- ...**a hierarchy** of human-scaled streets, blocks, and squares as the basic vocabulary.
- ...**streets** well framed on their sides by buildings, forming public spaces for both pedestrians and cars.
- ...**a fine-grain mix** of uses, vertically and horizontally, with everyday needs within a five-to-ten minute walk.
- ...**incrementally-built** buildings of durable, reusable form, with wide architectural variety.
- ...**a mix** of incomes and ages, via variation in building types and sizes to own and rent.
- ...**recognizable** public plazas or squares and a distinct center.
- ...**landscape** used as a space-definer in public spaces, and for shading, and air quality.
- ...**perceivable** neighborhoods, under the governance of the people who live there.

In short, the TAP observed, as called for in the principles for the Western Theme Overlay Zoning District, making downtown Davie a desirable place for people and vehicles should not allow huge expanses of continuous parking lots that are the location of isolated, single-use buildings that separate uses so that activities are located at a distance from each other (making walking impossible) and landscaping is minimum.

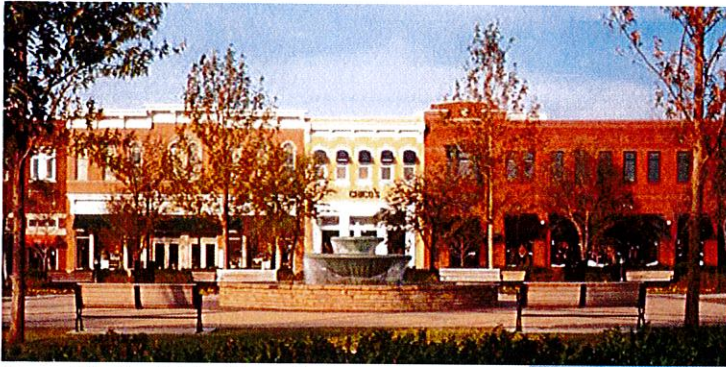


Figure 25: Southlake Town Square, Southlake, TX



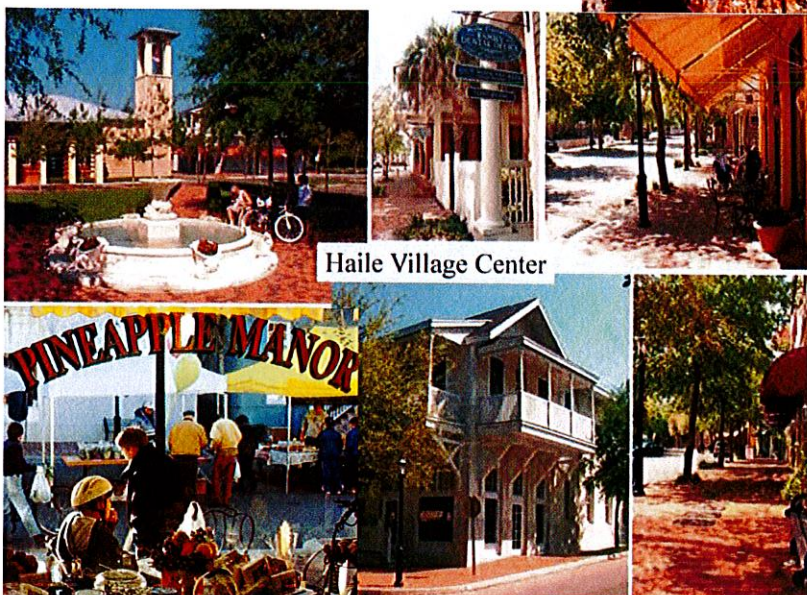
Figure 26: Southlake Town Square with Town Hall



Figure 27: Southlake Town Square in Plan View



Figure 28: Town Square / Rodeo Ground parking lawn, adaptable for a wide variety of uses when not used for parking.



Haile Village Center

Figure 29: Haile Village Center with Spaces and Streets, Buildings and Shops, and Walkways

» Enhancing the transportation network.

The TAP commented on both planned and proposed transportation improvements and modifications. Planned improvements that the TAP supported included the:

- Davie Road streetscape and reconfiguration that features bike lanes, landscaped medians, and mid-block crossings. Such features will help slow down traffic, thereby making the street experience safer and more desirable for pedestrians.
- 65th Avenue Extension that will provide rear access to parcels fronting Davie Road (currently the planned road turns west before Orange Drive).
- SW 67th Avenue construction that will serve as a north-south connector and provide connectivity to the rear access roads behind the rodeo arena.

TAP comments about proposed transportation improvements and modifications focused on the Davie Road streetscape and reconfiguration that includes bike lanes and roundabouts.

- Bike lanes – the TAP discussed using a dedicated bike lane versus a wide outside lane. One consideration of a wide outside lane is that it could be used for time-of-day on-street parking during off-peak time. Las Olas Boulevard in downtown Fort Lauderdale is an example. The next step is to study the potential of an off-peak three lane section.
- Roundabouts – offer positives and negatives for pedestrians. Benefits include slowing traffic down and creating more efficient traffic flow. A negative can be problems for pedestrians when they are trying to get across a roundabout. The TAP does not recommend the development of a roundabout in the core of the Davie Road commercial corridor. However, the next step is to give consideration to installing a roundabout on the corridor that is away from high pedestrian crossing activity.

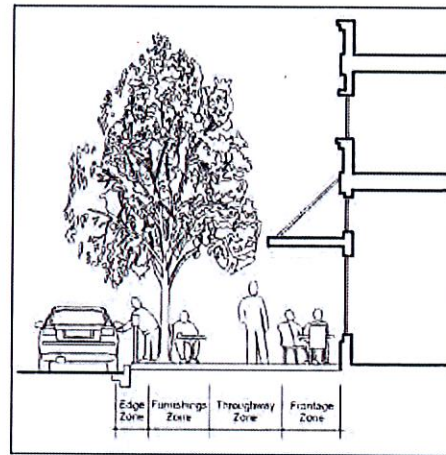


Figure 30:
Above, Davie Road streetscape enhancement and reconfiguration. A proposed cross section is shown to the left.

Legend for Figure 31

Blue: Existing roads in the CRA plan
Green: Proposed roads in the CRA plan
Yellow: TAP's recommendations for new roadways to provide better connectivity.



Figures 31: Above, the top figure illustrates the proposed SW 67th Avenue construction to provide improved connectivity to and from the northwest and a permanent connection to a rear access road. The roadway could be closed during rodeo events. The lower illustration to the right depicts the TAP's recommendation to consider extending the SW 65th Avenue Extension to Orange Drive to provide loading access to the east portion of the CRA's three-acre parcel and create an additional grid for pedestrians and vehicles.

» Promoting a sense of place and community and attracting customers for businesses through events.

To have a meaningful concentration of events, the Town should hire a full-time events coordinator who would focus on attracting, developing, and promoting activities that draw visitors to the town center. The coordinator should be the person who wakes up every day thinking about events and event attendance. The coordinator should establish event attendance goals (could be monthly, quarterly, and/or annual) to use in monitoring and measuring success. Delray Beach (Figure 32) provides a good example of a city where its events are widely recognized as contributing to the downtown's economic success. The Town's attention to the design details that create and maintain great places to walk, stay a while, and return to are a major contributor to the Town's redevelopment success.

Specific event activities, the TAP noted, could include:

- Food events, such as a BBQ or chili cook off, festivities featuring different cuisines such as Mexican and Italian, and cooking demonstrations.
- Beer festivals, such as an Oktoberfest.
- Western movie nights.
- College band nights (builds on the number of colleges and universities in the area), possibly using the event as an incubator for local bands.
- Indoor soccer.
- Activities and festivals that cultivate local talent and culture. Two examples are the Edinburg Fringe Festival in Scotland and the Songkran Festival, a traditional New Year celebration in Thailand, Cambodia, and Burma.



Figure 32: Delray Beach is one of the country's great success stories when it comes to using events to promote and enliven the city.

"The Town of Davie is now a diverse community of almost 100,000 residents, and the eastern portion of Town, where the TAP study area is located, is home to the region's largest educational complex and growing multi-family development. Professional assistance to gauge general public and business support for the Town's western brand, as well as modernization of the brand to a concept attractive to current residents, students, and regional visitors, will be critical to achieving the Town's goal of transforming the Davie Road corridor and creating a downtown centerpiece."

The ULI Technical Assistance Panel

» Polishing the Town of Davie brand and putting in place a marketing strategy to increase activity in the area.

Polishing the Town of Davie brand is critical, the TAP stressed. As part of better developing and refining the Davie brand, it is also important to more clearly define a marketing strategy. The Town of Davie competes with other locales for residents and visitors which means that creating a pleasant, inviting, easy to get to, and unique environment is critical to attracting people to the Town Center. The TAP recommended that the western theme be carried forward and even expanded as part of new development and the pursuit of a walkable, vibrant, and attractive downtown and the creation of a downtown centerpiece. It is important to make sure that the theme will attract the people that the Town and its CRA will be recruiting to new businesses and events in the Town Center. The first step in carrying the western theme and the Town's rich history that it connotes going forward, the TAP emphasized, should be for the CRA and Town of Davie to seek professional assistance

in exploring, expanding, and better delineating its western-theme brand. That process should be thoughtfully planned and include broad public participation in formulating the branding and recommendations and their implementation. Such involvement is important, the TAP noted, because when it asked members of the public to describe the brand or cite good examples of its implementation, clarity was often lacking. Evaluating and refining the Town's western theme might also be necessary to attract new investment in the area, the TAP noted. The Town is more likely to receive interest from private developers and potential public-private partners (P3) if the brand is clearly understood and forward-thinking. The theme cannot be subjectively reviewed by elected officials on each potential development.

When developing and refining a brand, it is important to remember that:

- A well-developed brand should express the positive experience that the corridor will deliver. If needed, it can include sub-brands for different sections of the corridor, with the cowboy-theme implementation being more intense in the area contiguous to rodeo arena. The brand should also be used to develop a sense of cohesion and unity and provide a framework for differences, if any, in the intensity of its application.
- A brand is not a logo; instead, it communicates the nature of the unique experience of the district and helps tie private development and public streetscapes into an inviting environment.
- Because a brand must be used over a long period of time to be effective, regular assessments of brand success is critical. Such an evaluation should be tied to key brand attributes and use agreed upon benchmarks (increase visitor numbers and sales, for example)

Once an agreed upon and well researched brand is developed, the focus should turn to preparing and putting in place a marketing strategy that builds off the brand and communicates the vision for the overall development. Marketing the CRA's properties will be needed in order to move the project forward. A possible marketing strategy might include a process with the following steps:

- Solicit feedback from five top national brokerage firms with a presence in the South Florida area.
- Focus on a list of the top three-to-five developers that operate in South Florida and meet with them face-to-face.

- Utilize a third party consultant to act as a liaison between the Town of Davie, the CRA, and prospective developers.

» **Creating a toolbox of meaningful incentives that will attract development.**

The TAP suggested a number of incentives that might be considered by the CRA and the Town of Davie to attract development. The intent of the incentives, the TAP underscored, is to provide the financial resources needed to move from a good plan to implementation. Suggestions included:

- Reinvesting the proceeds from selling the CRA-owned three-acre parcel into a new structured parking facility.
- Utilizing CRA TIF and/or Town of Davie funds to pay for public parking spaces and improve the arena lawn. Two ideas were to build an arrival sequence and iconic gateway feature at the front door of the rodeo arena and to acquire three or four key parcels to avoid the jack-o'-lantern effect (gaps in the development pattern).
- Further determining eligibility for New Market Tax Credits (NMTC) for the Davie Road corridor given the corridor itself is not in a Qualified Census Tract but as a result of the CRA designation may meet other NMTC threshold standards.
- Targeting a set aside from the tourist development bed tax to fund improvements and marketing of the rodeo arena.

» **Putting in place the necessary components for a successful public/private partnership to facilitate development of the CRA-owned three-acre site.**

Today, public/private partnerships, or P3s, are considered to be creative alliances formed between a governmental entity and private developers to achieve a common purpose. Over the past decade, they have become commonly used to successfully implement a variety of pursuits ranging from single projects to long-term plans for land use and economic growth. The Urban Land Institute has written a great deal about the principles common in successful P3 case studies. The following highlights recommendations that draw from those examples. It also outlines suggested information for inclusion in a request for proposals (RFP) or request for qualifications (RFQ) process.

From the perspective of the Town and the CRA as the P3's public sector partners, there are certain responsibilities central to a successful P3 project that are briefly outlined below.

Features of a Successful P-3

Create a Public Vision

Although each P3 project is unique in its local implementation, most share common stages within a development process. As a project is conceptualized and initiated, **stakeholders'** opinions of the vision should be surveyed and reflected in the project vision. The need for a common vision was discussed earlier in this report and is repeated for emphasis. A P3 is more than a project: it is a process that must be transparent in order to be successful. Rolling out a **"done"** vision that does not reflect stakeholder input will not work and last over time.

Competitive Bid Process

A private sector partner is selected through a bid process, either an RFP or RFQ. The RFQ allows for greater flexibility, especially in cases such as the CRA-owned site where some of the ultimate development uses are yet to be determined. The CRA has certain development goals, such as creating a downtown centerpiece and parking for adjacent development (Town Hall and Rodeo Grounds/Arena), but the market will help determine the exact mix of retail, office, residential, etc., pursued by the project developer. Throughout the process, steps must also be taken to define clear project elements, roles, and responsibilities, risks and rewards, and the decision and implementation process.

Administrative Preparations and Package of Possible Incentives

The Town of Davie must make sure its building codes and regulations support the vision established for the P3 development, including the potential for streamlining building codes and regulations to remove potential obstacles to effective P3s. Offering shortened review times, condensed public hearings, and elimination of overlapping regulations can be powerful incentives. Elimination of such risk factors makes successful P3s more likely but this flexibility is not an easy decision in many jurisdictions. As the public partners, the Town and the CRA must resolve the dilemma in their dual roles of partner and land regulator. Remember that time is money and certainty in the process will attract more bidders to a project. As the public partners, the CRA must resolve the dilemma in its dual role of partner and land regulator.

Resourceful Funding Options

In addition to providing the land and entitlement incentives, the CRA must be resourceful – and clear – about its role in helping to assemble a financial package for the project. Today, financing for successful P3s must be creative and forward looking. Identify any and all possible public sector funding mechanisms, such as possible bonding ability, CDBG dollars, local revolving loan funds, possible lease/rent payments by the Town for space in the project, etc., that might be available and include as part of the financing package for the P3 in the RFP/RFQ for discussion during negotiations with potential partners.

Manage Expectations

Managing expectations for both elected officials and potential bidders is also important throughout the process. A schedule might be created for all parties, including the stakeholders.

In addition, certain private sector responsibilities are required to make sure the project succeeds. They are outlined below in order to help the CRA evaluate its private partner and keep the project on track.

Preparation of a Transparent Process

If a developer is not prepared to participate in a transparent process, with a few exceptions such as during the bid competition itself, that developer is not the right partner for a P3.

Establish Feasibility

After the CRA has created clear-cut goals and expectations for the project, the private partner should use them to meet with investors to explain the nature of the P3.

Know Your Partners

A getting-to-know you stage will ease the subsequent stages in the development process. During the due diligence phase, the private sector partner can familiarize itself with other jurisdictional plans, approval processes, and potential roadblocks that might be resolved before they become issues.

Get the Right Team

Each project is unique, but the right development team is essential for a successful outcome. The developer's team should provide insights into the types of development chosen

for the site and ideally have previous experience with public partners and public projects. That is especially important if shared financing is involved, since public finance rules are often more detailed and involved than funding from other sources.

After the “deal” is negotiated and agreement on all relevant terms has been reached between the Town of Davie, the CRA, and the private sector partner, support from stakeholders will allow the project to move more smoothly through the stages of project financing and tenant commitments. Only then can construction begin. Along the way care must always be taken to make sure the process is clear and open. That requires give and take on both sides of the table to insure success.

» Getting to and Implementing the RFP/RFQ Process

Earlier in this report in the section discussing branding and marketing, a recommendation was made to meet with top national brokerage firms active in South Florida to discuss the CRA project, as well as to seek out and meet with three to five top South Florida developers regarding the project. Those recommendations can work in conjunction with the RFP/RFQ process outlined below. They should be considered prior to issuing a formal bid process, as “groundwork” in marketing the potential opportunity.

As the CRA works toward formulating a formal bidding process for the CRA project, the TAP stressed, do not delay implementation of the recommendations outlined earlier in this report. They are critical steps in making sure that the RFP/RFQ has the best chance for success. Shortcuts can result in many questions being raised by potential bidders or stakeholders, and that can significantly delay or derail the project.

Think of the RFP/RFQ as a sales document (an investor recruitment marketing tool), the TAP advised. Include information about why the brand is important and what the CRA hopes to achieve for the Town with the project. Listed below are a number of items that the TAP recommended be included in the bid documents:

- A description of steps taken to involve the community. A full description of the process shows the developer the degree to which stakeholders have been engaged in the planning process leading up to the bidding.

- A current property survey and current appraisal. That information will inform the developer of the CRA's initial stake in the partnership.
- Current Environmental Audit (Phase I). An environmental audit will put the developer on notice if a Phase II audit is needed and helps relieve developer uncertainty about the site.
- Zoning and land use designations. Any potential problems or unusual limitations in the zoning and land use should be cured before the bid documents are issued. Alternatively, the Town and CRA could issue a statement saying that they are open to facilitating a rezoning. In addition, the Western-themed overlay requirement should be outlined thoroughly. As noted earlier in this report, a clear description of the Western Theme should be included at an early stage; that description should not be left open to interpretation.

Other useful site attributes that should be described in the RFP or RFP are:

- Utility and drainage infrastructure information.
- Traffic counts for the area.
- Current economic and latest market analysis.
- Historical context, including a community desire that the site support the Rodeo Arena and other activities planned for adjacent Town area.
- Critical uses, such as the parking needs, as well as any discouraged uses.
- Copy of this ULI TAP report.
- CRA Toolbox, including possible financial and regulatory assistance.
- Process, including any cone of silence requirements.
- Pre-proposal conference information.
- The proposal format, timeline, and evaluation process.

The process is as important as the result. Without a clearly defined process and confidence from the development community that the Town will absolutely execute a transaction once the process has been adhered to, there is little likelihood good responses will be received and a transaction ultimately completed.

Summary of Policy Options: Three Town Center/Rodeo Development Scenarios

A final TAP session engaged CRA Board members, rodeo stakeholders, business and property owners, and citizens in a significant discussion of alternatives for the future development and refinement of the rodeo facilities, rodeo grounds, and ways to leverage CRA and town assets to achieve the vision for the town center. Rather than a single blueprint, the dialogue identified three distinct scenarios for Town leaders to consider. The scenarios are not mutually exclusive, the TAP stressed, and could be pursued as incremental, successive steps to implementing the Town's goals for the town center. They also are at the core of what the TAP heard in the closing dialogue and clearly lay out choices and provide a starting point for moving forward.

The three scenarios are outlined below:

- Dover Kohl and Partners Plan and Overlay Scenario (frequently referenced by those attending the TAP public input sessions)
- ULI TAP Scenario (fleshed out by the TAP in its work sessions)
- "Go Big or Go Home" Maximum Rodeo Scenario (would create a much larger rodeo complex and grounds)

Scenario One: Dover Kohl and Partners Plan and Overlay Scenario

The Western Theme Overlay Zoning District Development Manual by Dover, Kohl and Partners and the Town of Davie CRA 2012 Redevelopment Plan call for a thematic mixed-development in a town center format. In that scenario, the CRA parcel located on the northwest corner of Davie Road and Orange Drive would be developed with low to medium intensity buildings, with parking imbedded within the block. That approach limits the amount of square footage that could be developed for mixed-uses on the site but preserves the entire Huck Liles fields.

The Dover Kohl scenario would establish a much clearer, more detailed code that blends the western style and character with modern building types to create a small- to mid-scale character for the town center. All of the parcels would include liner buildings with various commercial uses. The plan preserves the rodeo grounds but calls for redevelopment of the Town of Davie Town Hall. The plan also incorporates both

vehicular and pedestrian improvements and addresses access to off street parking and connectivity to parking facilities. The Dover Kohl plan also introduces modern urban standards as well as contemporary elements into downtown Davie.

Scenario Two: ULI TAP Scenario

The ULI TAP scenario detailed in this report also embraces the Western Theme overlay but is focused on providing support for increased rodeo activities, expanded arts, cultural and community programming of events, and mixed-use development. The driving force behind that scenario is a shared parking structure for the rodeo, community uses, and the CRA site development on the southern section of the Huck Liles field. Through utilization of a shared parking facility, the CRA site does not have to imbed parking in the block, which makes it possible to nearly double the square footage on the site without having to increase building height. The increased development capacity of the CRA parcel enables it to become a cornerstone use for the town center with retail, restaurants, and office space.

While the Dover Kohl scenario illustrates the potential redevelopment of Davie's Town Hall, the ULI TAP prefers to preserve the rich history of the buildings and grounds. Both scenarios emphasize the importance of improving circulation and the pedestrian experience, with a much stronger connection between the rodeo and rodeo grounds and the businesses along the Davie Road commercial corridor. Both scenarios also strongly recommend public investment to refine the rodeo grounds into a year-round public space when rodeos are not scheduled. The ULI TAP scenario envisions mixed-use, medium density buildings designed with architectural elements that preserve Davie's western heritage, establish a mixed-use town center, and support larger rodeos and diverse programming.

Scenario Three: "Go Big or Go Home" Maximum Rodeo Scenario

The Town Hall discussion at the close of the ULI TAP also raised a third, longer term scenario, one that is not exclusive of either of the scenarios outlined above. The main focus of that scenario is the maximum expansion of the rodeo facilities and grounds to the extent that Davie can compete for national-level rodeo and equestrian events. The rodeo facility becomes the centerpiece of the entire district, and additional land would need to be acquired to accommodate parking, staging, stalls, and other back of the house activities associated with rodeo events. All aspects of the streets, connectivity, and pedestrian

experience revolve around the events hosted at the rodeo facility. In Scenario Three, less land would be available for the type of mixed-use town center envisioned in Scenarios One and Two, and the Town Hall might need to be relocated to another part of the town to free up additional land for expansion of the rodeo facilities.

The maximum rodeo scenario would require acquisition of one or more large adjacent properties, such as the mobile home park to the west or the multi-family property to the north. That type of acquisition and expansion will require a much more aggressive approach to assembling the necessary land and resources, making it a more long-term scenario than Scenario One or Two. However, the ULI TAP emphasized that the three scenarios are not mutually exclusive, and they could be pursued as successive steps to implement the Town's goals for both an expanded rodeo and a mixed-use town center that supports a wide variety of community activities.

One additional scenario that was not raised during the TAP sessions but which the team was made aware of after its sessions was the possibility of pursuing the Maximum Rodeo Scenario on Town-owned park land in another part of Davie where there is already sufficient land assembled to support the Maximum Rodeo Scenario. Although the TAP was not made aware of that Town-owned land during its meetings in Davie, it recognized that the land could present one more alternative that the Town could immediately work on – implementing a large scale rodeo, as envisioned in Scenario Three, along with many auxiliary uses to the rodeo arena. Western-themed retail, hospitality, and museum venues could be some of those uses. Before moving forward with the Maximum Rodeo Scenario in a new location, in-depth dialogue would be essential with citizens and stakeholders to insure the legacy of the rodeo as it exists today is honored while establishing a larger, more comprehensive world-class venue and grounds at the new site.

TAP Concluding Observation

In closing, the TAP urged Davie residents to vote with their money. **"Every time you choose where to shop or eat, you are voting with your dollars. If you shop or eat in Davie, you are voting for Davie. If you choose to do those activities elsewhere, you are voting for those places, not Davie. If Davie residents support THEIR local businesses, they will survive. If you have a bad experience, tell the business instead of putting out the critical word on social media. Use social media to promote Davie businesses, not tear them down. If potential new businesses see existing ones thriving, they will invest. It's all about the community working together with every dollar you have. Pulling together can equal success."**

Appendix A: TAP Agenda

ULI Southeast Florida/Caribbean
Technical Advisory Panel (TAP) Workshop
Town of Davie CRA Downtown Centerpiece
August 6 & 7, 2015

Thursday, August 6

12:00 – 1:30 pm	Panel arrives, meets over lunch (CRA/Town staff invited); Lunch at Flashback Diner (4125 Davie Rd., Davie)
1:30 – 3:00 pm	Tour of site & general area; Panel moves to the Davie/Cooper City Chamber of Commerce Office (4185 Davie Road)
3:00 – 5:00 pm	Panel discussion and deliberation (Davie/Cooper City Chamber of Commerce, 4185 Davie Rd.)
5:00 – 5:30 pm	Travel to Davie Town Hall (6591 Orange Drive)
5:30 – 7:00 pm	Panel discussion with the Davie community and interested parties; this meeting is open to the public. (Davie Town Hall, Council Chambers)
7:00 – 7:30 pm	Travel to hotel & check-in for those staying onsite overnight (Renaissance Hotel, 1230 S. Pine Island Rd., Plantation 33324)
7:30 – 9:00 pm	Dinner with CRA Board & panel discussion (Bin 595 Restaurant at the Renaissance Hotel)

Friday, August 7

7:30 – 8:30 am	Breakfast at hotel for those staying onsite; travel back to TAP workroom
8:30 – 10:00 am	Panel work session (Chamber of Commerce)
10:00 – 10:30 am	Break
10:30 am – Noon	Panel work session
Noon – 1:00 pm	Working lunch
1:00 -3:15 pm	Panel work session
3:15 -3:30 pm	Break
3:30 – 5:00 pm	Panel review of Preliminary Recommendations
5:00 – 5:30 pm	Travel to Town Hall Council Chambers
5:30 – 6:30 pm	Presentation of Preliminary Recommendations; Questions & Answers

Appendix B: Questions for the TAP Panel

1. What are the highest and best uses for the 3 acre parcel at the northwest corner of Davie Road and Orange Drive?
2. How should the Town property, which includes the current Town Hall site, Bergeron Rodeo Grounds, and Huck Liles property be developed, and still be in compliance with the restrictive covenants on the site? If housing is recommended, what type is recommended, and elaborate on suggested partnerships, focus of use, and timing of development
3. What marketing strategy should be deployed to attract partners/investors to the properties?
4. What incentives might be considered by the CRA and the Town to attract development?
5. What can the Town Hall site be used for? What can be done to increase the events at the Bergeron Rodeo Arena? What can be done to make the Rodeo Arena facility more functional? What kinds of improvements are possible for the Huck Liles property which is consistent with the restrictive covenant?
6. What is the optimal location for the potential construction of a new Town Hall, while recognizing Davie's western culture and existing development restrictions?
7. Should consideration be given to expanding the 3 acre parcel owned by the Davie CRA and for what purpose?
8. What type of parking should be considered for the entire site and where should it be located?

EXHIBIT 2

Westside Infrastructure Improvements

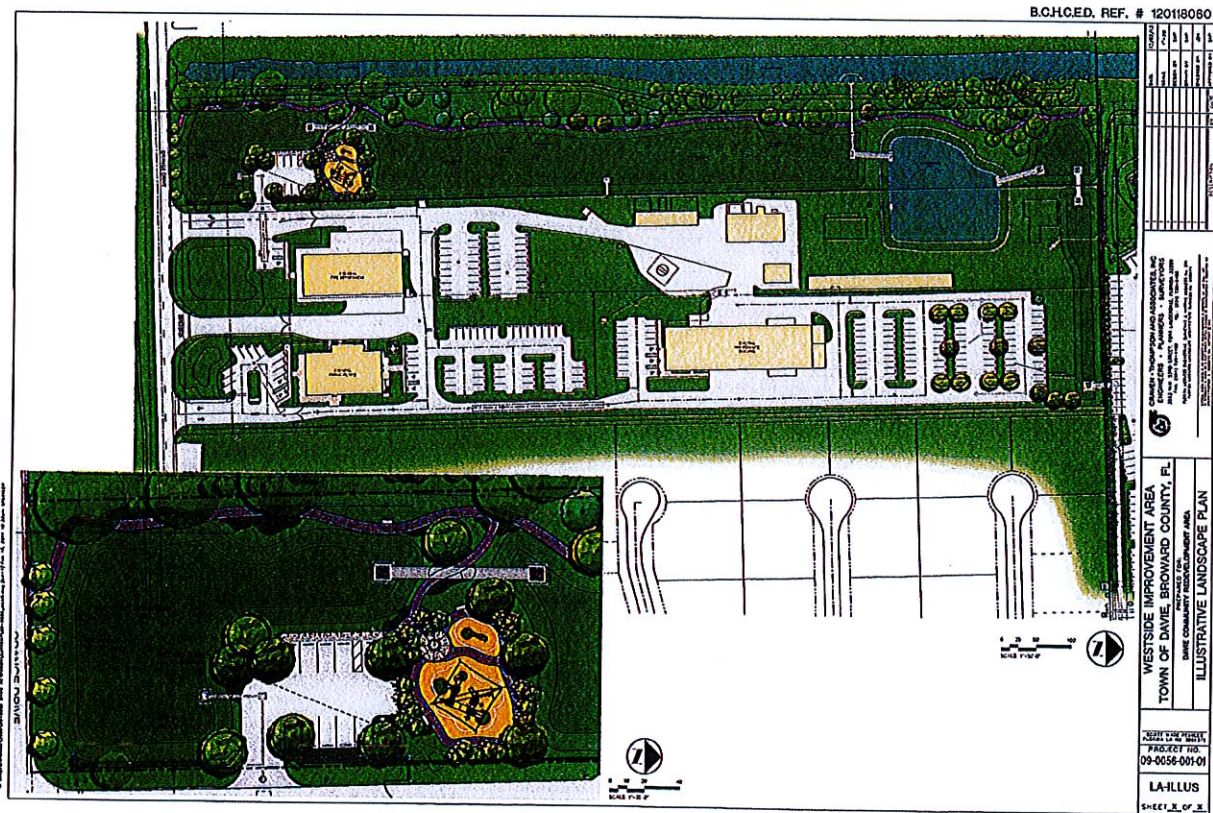
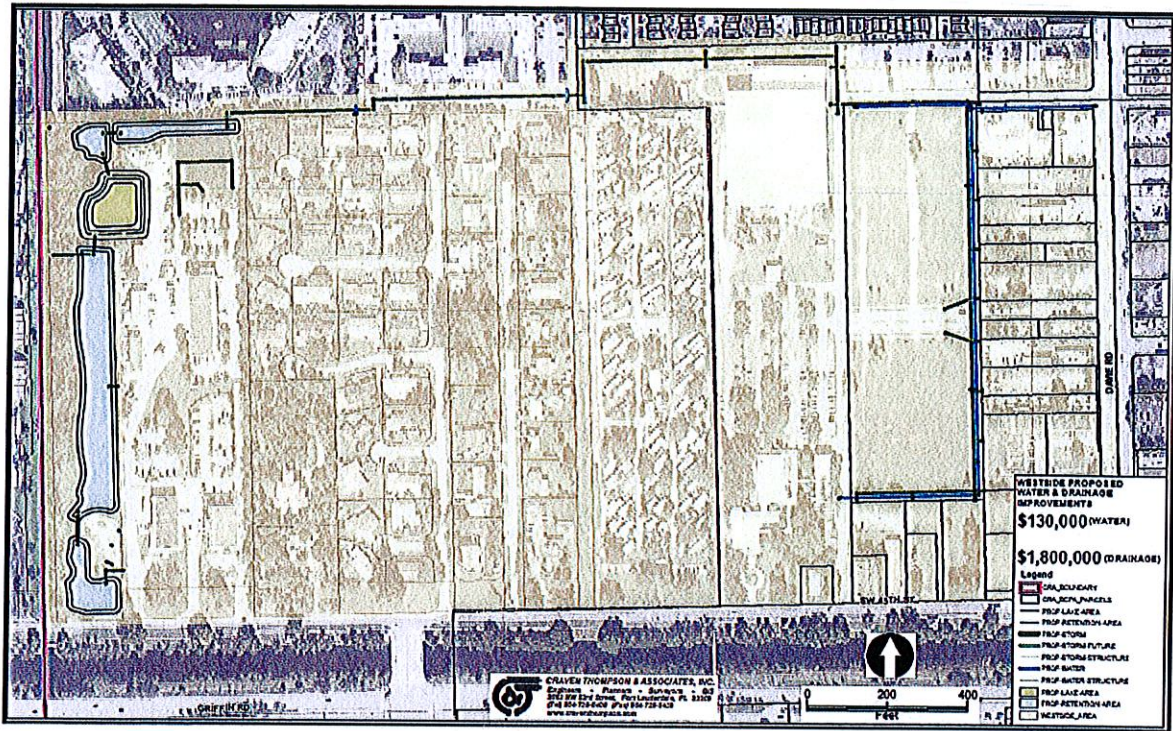
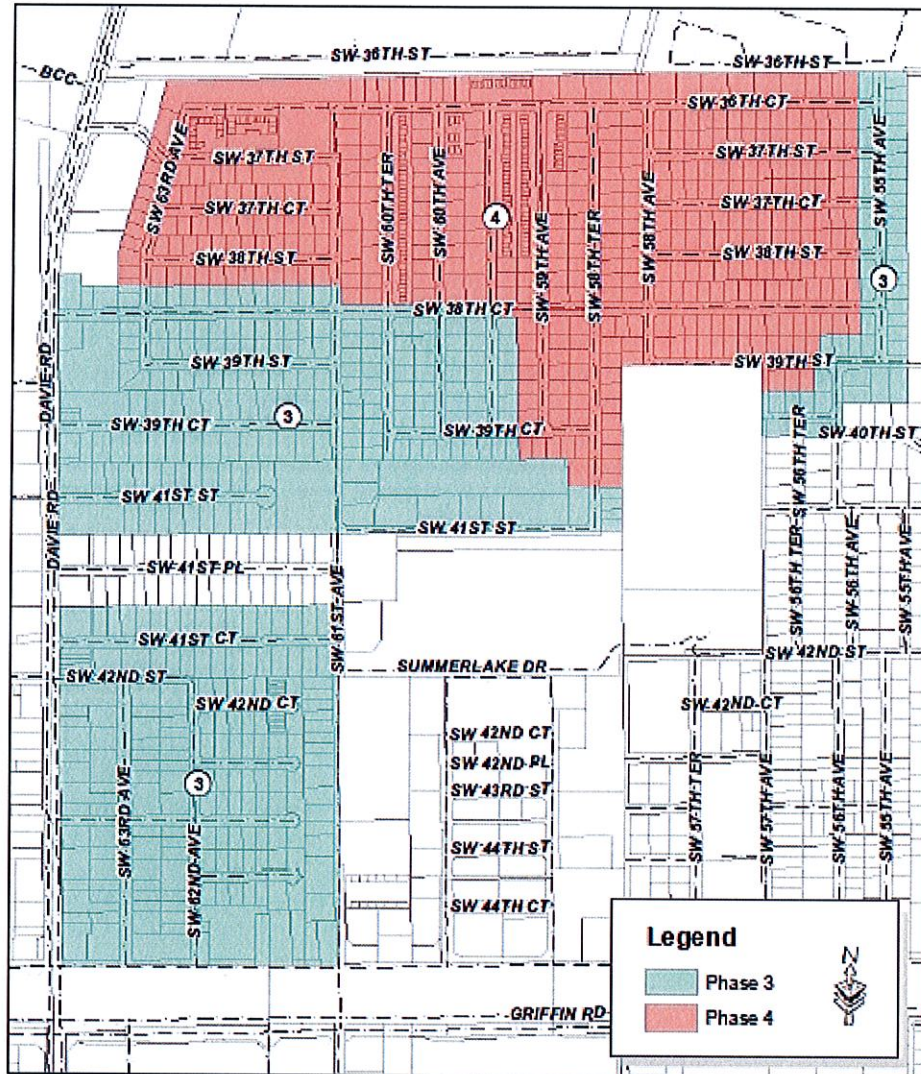


EXHIBIT 3

Eastside Infrastructure Improvements

Phase 2 & 3- Infrastructure Improvements



LOCATION MAP

EXHIBIT 3

EASTSIDE INFRASTRUCTURE PROJECT

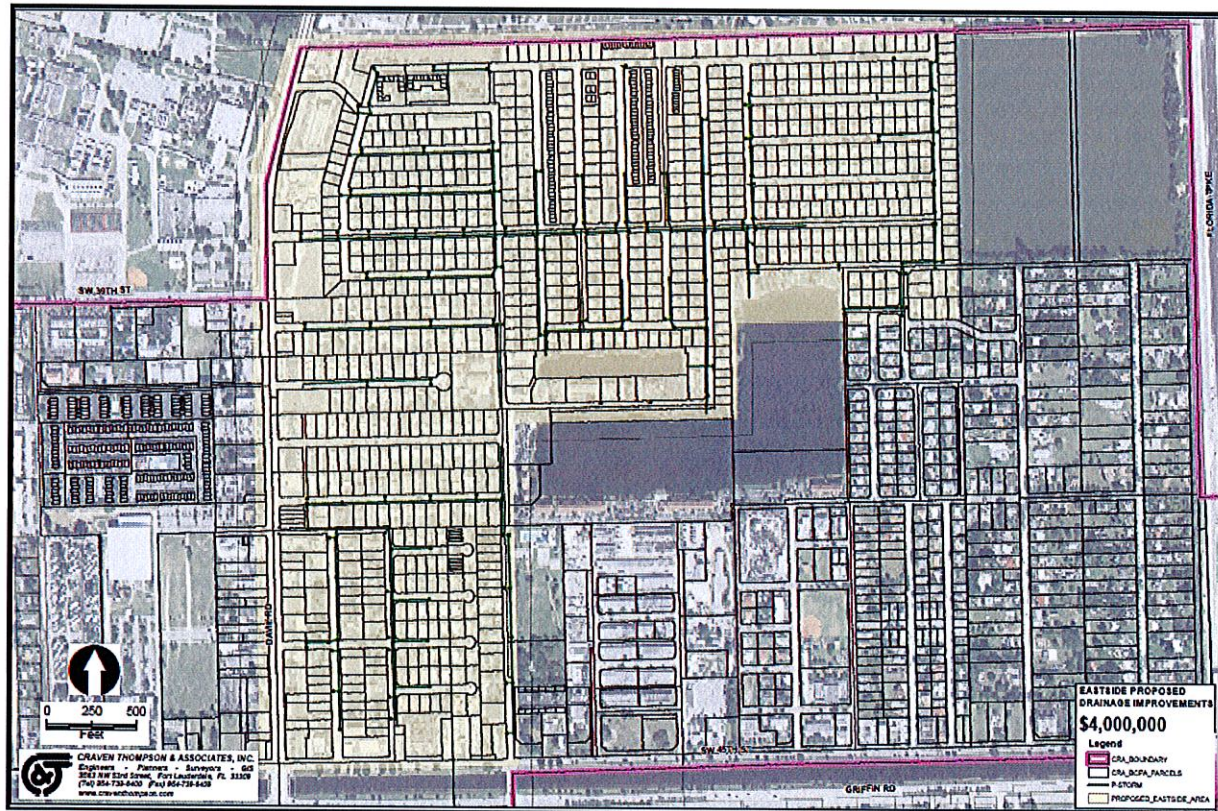
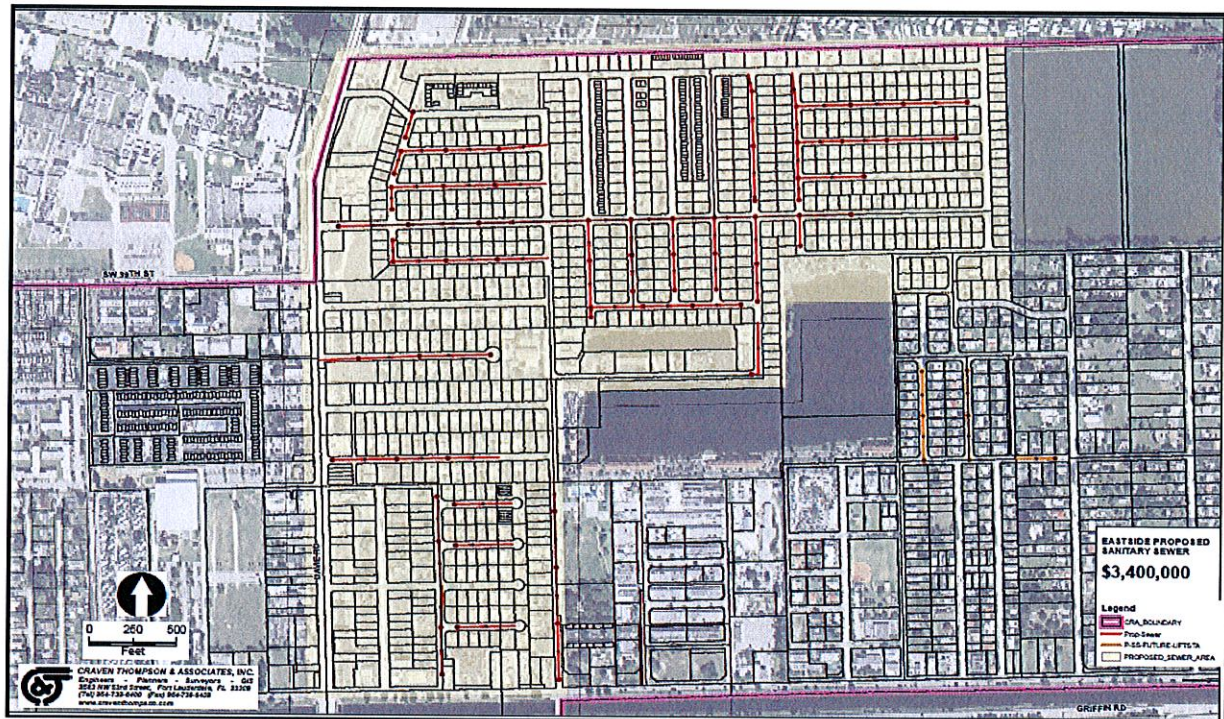


EXHIBIT 4 SW 41 STREET PARKING LOT

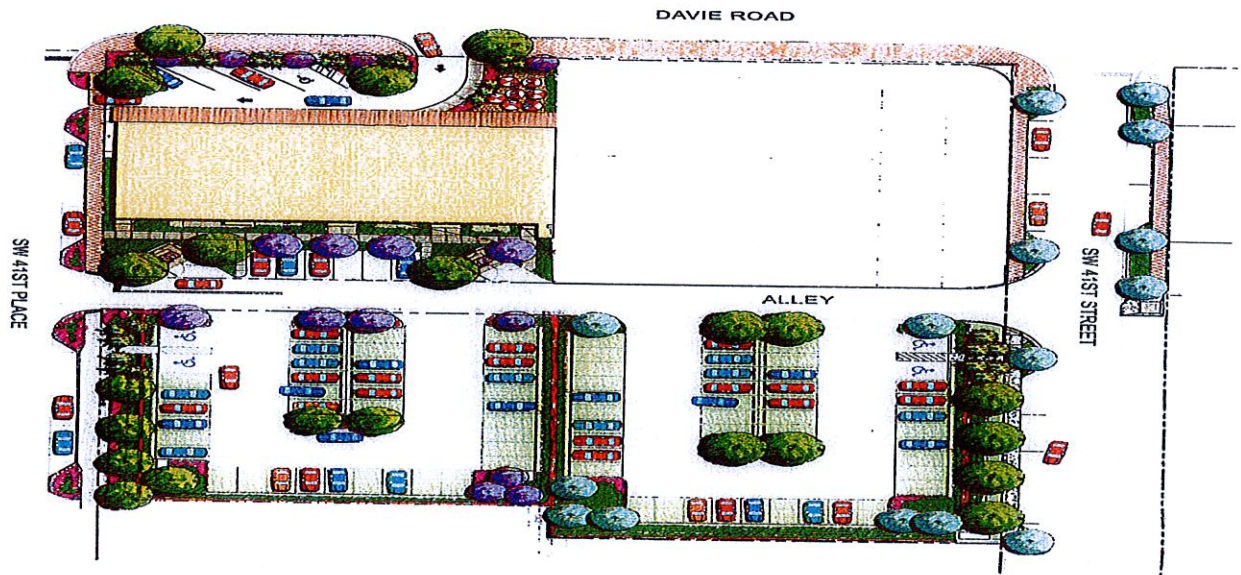


EXHIBIT 5

ROADWAY IMPROVEMENTS

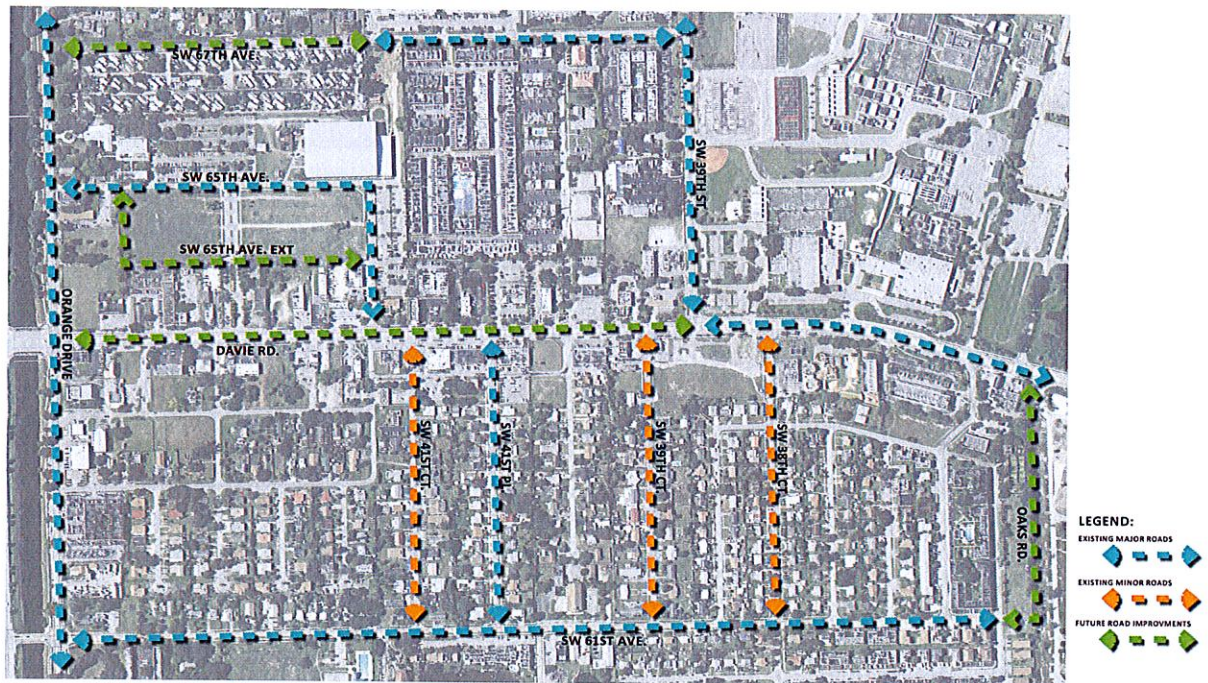
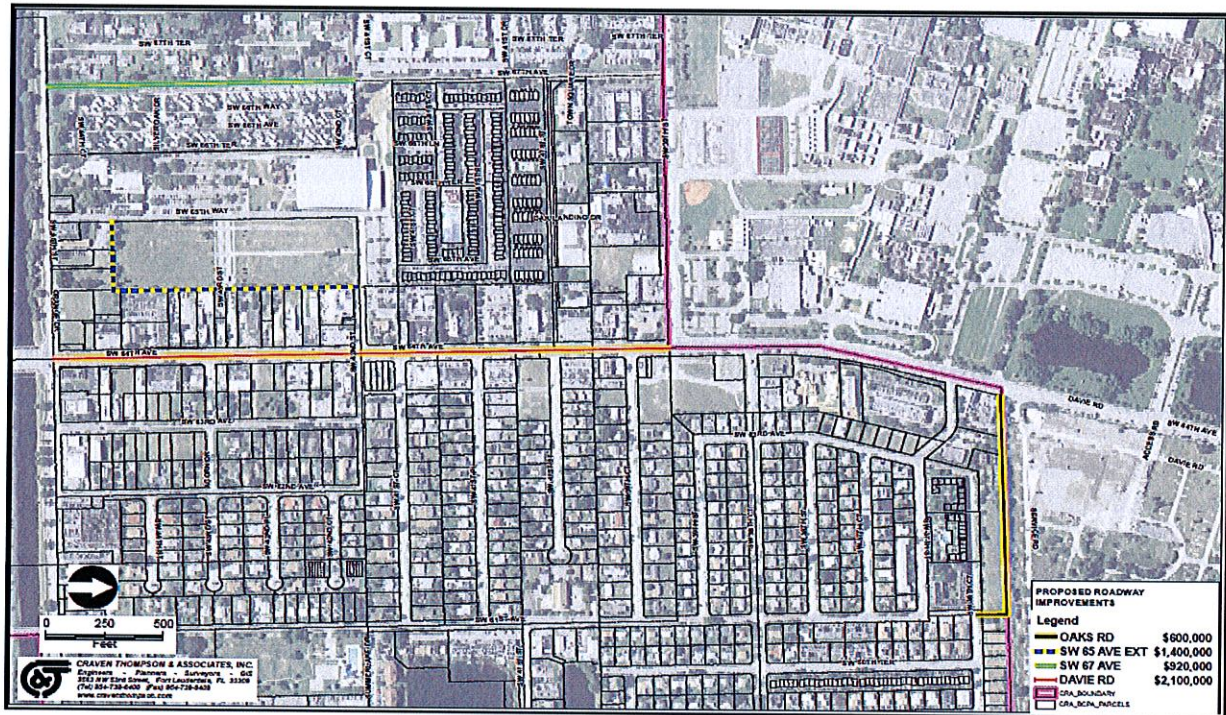


EXHIBIT 6

SW 67TH AVENUE IMPROVEMENTS

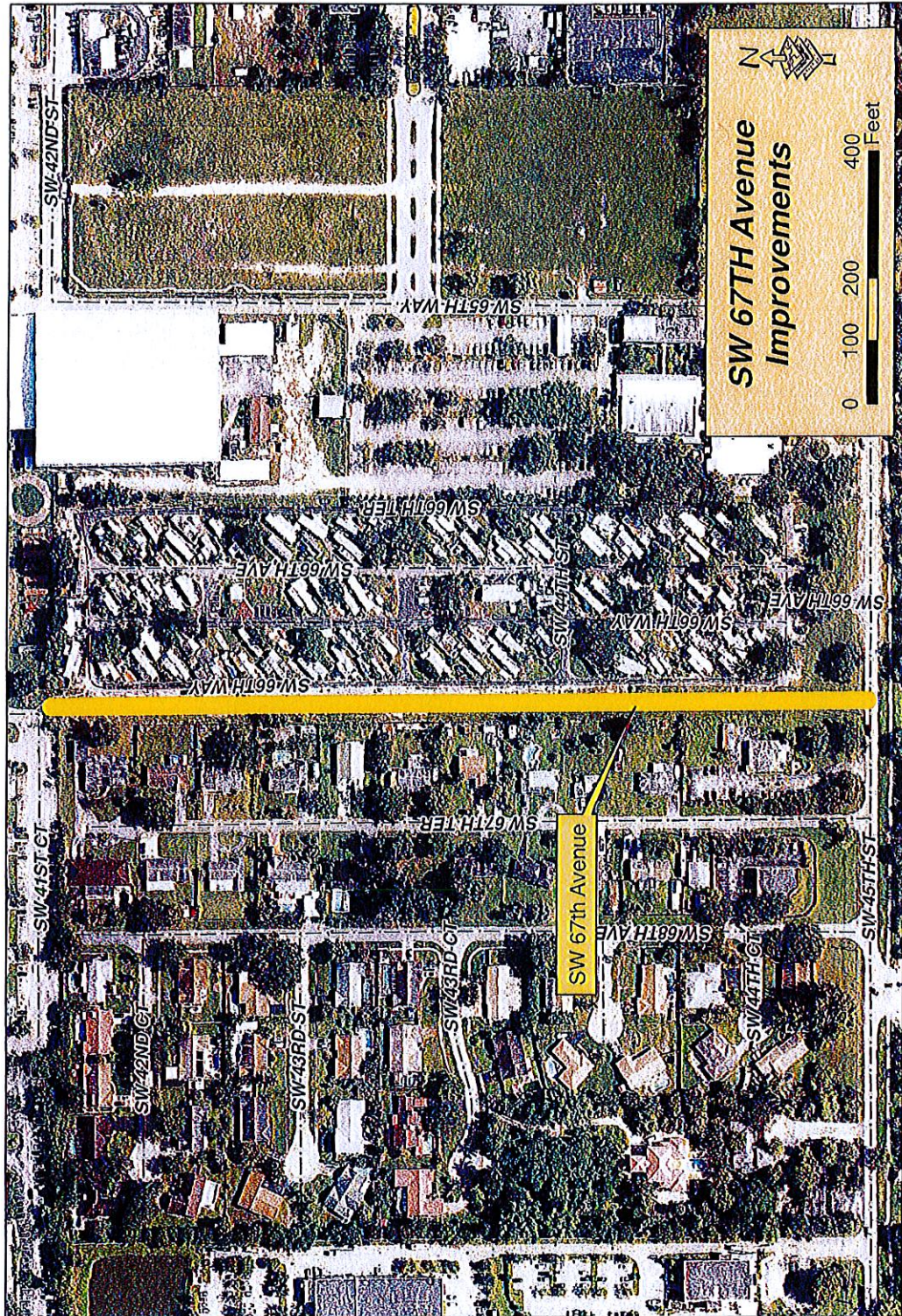


EXHIBIT 7 CRA RODEO IMPROVEMENTS



EXHIBIT 8

CRA COMMUNITY POLICING INNOVATIONS

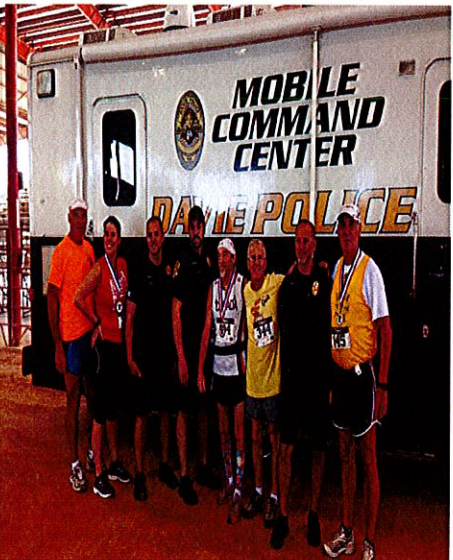
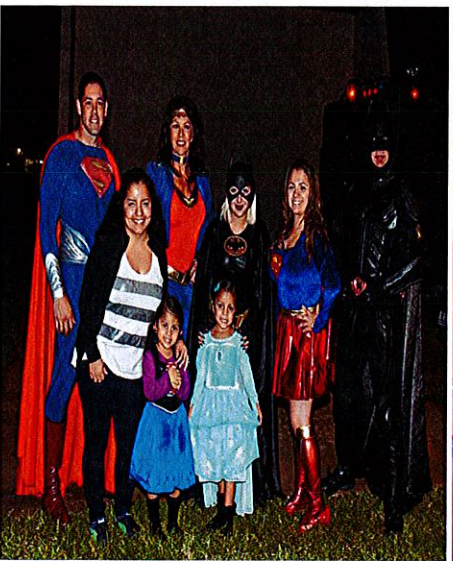
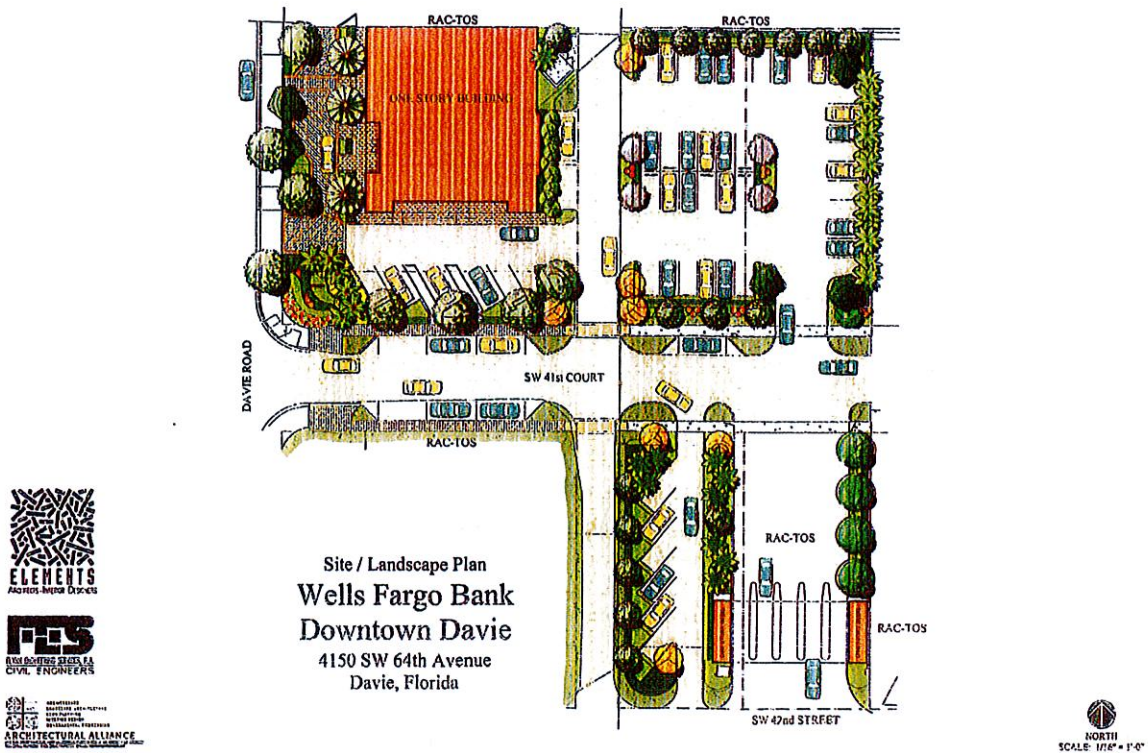
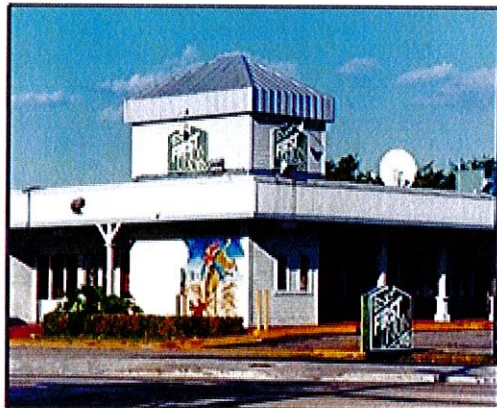


EXHIBIT 9

WELLS FARGO BANK IMPROVEMENTS



Wells Fargo Bank



CRA Investment: \$130,000

EXHIBIT 10

Eat At Joe's LLC. Improvements

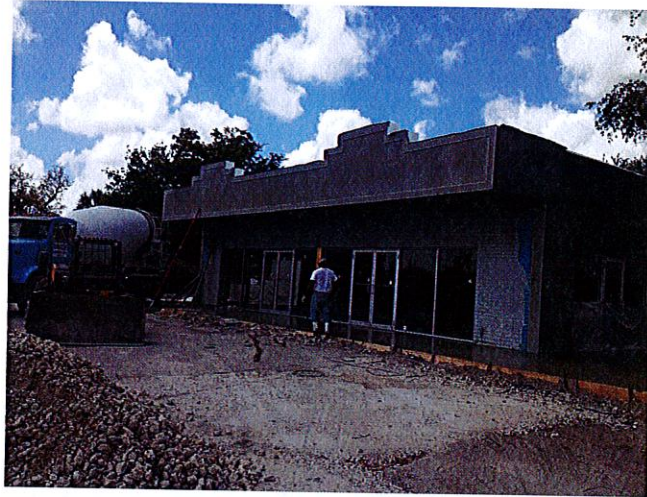


EXHIBIT 11

EASTSIDE COMMUNITY HALL PARKING LOT IMPROVEMENTS



EXHIBIT 12

NEW KEY WEST STYLE HOMES

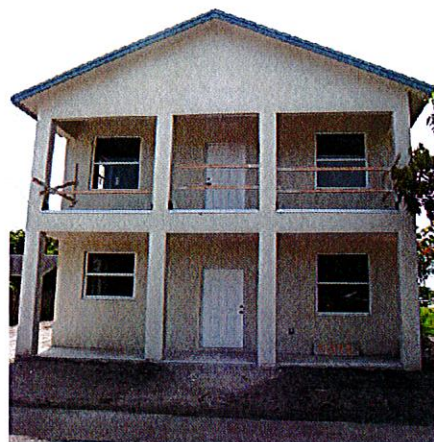
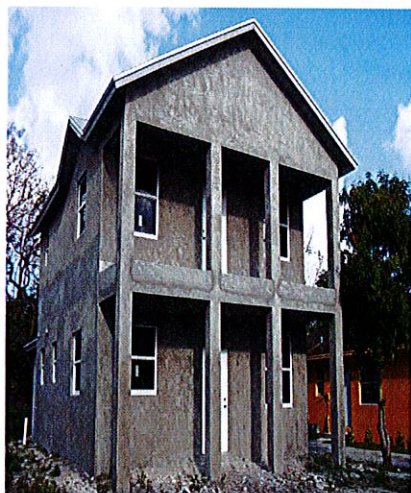
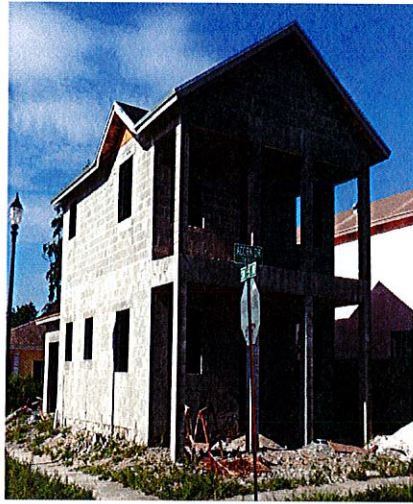
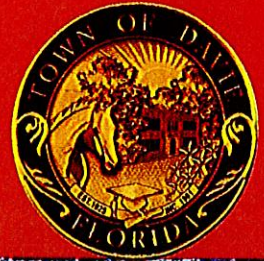


EXHIBIT 13
NEWSPAPER ARTICLES

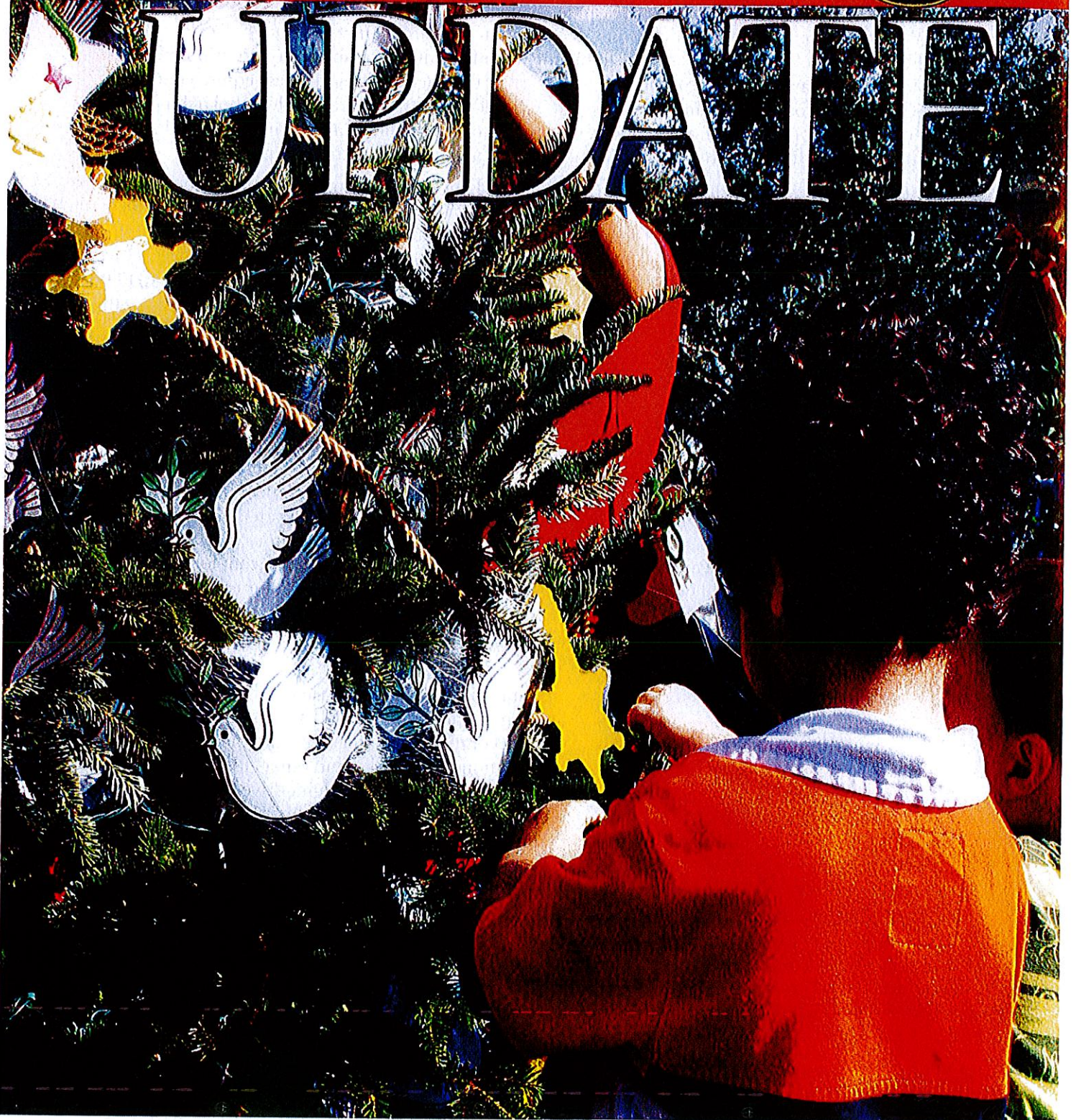
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The Town of Davie's Official News Magazine
Fall 2014 Vol. 11, Issue 3



avie

UPDATE

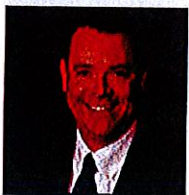


Thoughts and Comments from the Town Council...

Councilmember Bryan Caletka—District 1

954-797-1030

bryan_caletka@davie-fl.gov



The Town recently voted on the tax rate for the next fiscal year. The good news is that our tax base grew last year, and we were able to hold the line on the millage rate. The Town's staff did a great job on the budget. I had a couple of requests with this year's budget, and they were implemented. I want to highlight one item in particular, more days and longer hours for the Betty Booth Roberts Pool. Next year,

it will be open about three more weeks. I am proud that Davie's taxes continue to be among the lowest in Broward County. One last note on the budget, I always vote against the fire assessment, not because I don't support our firefighters, but I don't like the methodology in which it is calculated.

The flood zones in Davie have been remapped. I recently received notification from my flood insurance carrier that I was no longer required to have flood insurance because of where my home is located. I decided to keep it anyway. Check with your carrier and determine the best decision for your home.

The Concerts on the Corner series have resumed. These events are growing and are a lot of fun. My colleagues at work who don't even live in Davie come here for the fun. If you are a foodie, the food trucks are here for the concerts.

The holiday season is right around the corner. As many people know, I often travel to Texas during the holiday season. Now that my mother is a resident of Davie, I get to spend that time here. Welcome to Sunny Florida Mom!

As always, thank you for the privilege of serving our community. I have an open door policy and if you need assistance, please call me at 954-797-1030. Don't be shy. Even if it is a complaint, if we don't know about a problem -- we can't fix the problem.

Councilmember Susan Starkey—District 3

954-797-1030

susan_starkey@davie-fl.gov



At the final budget hearing on September 17, Town Council passed a balanced budget for the Town of Davie. We were able to reduce the debt service millage rate while maintaining the operating millage rate and fire assessment. Thanks to Town Administrator Richard J. Lemack and Town staff for working relentlessly to ensure that our Town vision and goals are top

priority.

As we continue to recover and to move towards a state of fiscal prosperity, we have seen a steady increase in the population growth here in the Town of Davie. With this population increase comes diversification of our residents and an increase in single-family home ownership, apartments, and condos. This new growth will result in additional investment opportunities for our businesses.

As our weather welcomes us outside, I am expecting to see all of our residents come out to enjoy the parks and trails here in the Town. We have several parks, open spaces & trails for our residents to venture out to explore.

I hope everyone has been enjoying the Concerts on the Corner series for Fall 2014. This free event is sponsored by the Community Redevelopment Agency (CRA) and KISS 99.9 Country. Our first Concert of the season featured Big and Rich and was well-attended by residents from all over Broward County. So far, the concerts have been a great success.

I am inviting all residents of Davie to come out to enjoy the festivities at the 15th Annual Holly Day Parade on December 6 at the Forest Ridge Community. The parade will begin at 1 p.m. and will start at the entrance to Forest Ridge through Forest Ridge Circle and will run west toward Old Orchard Road. Take your family, picnic chairs, and a blanket and enjoy the parade!

Vice Mayor Caryl Hattan—District 2

954-797-1030

caryl_hattan@davie-fl.gov



In commemoration of Broward County's 100-year anniversary, Broward County is commissioning murals to create a tribute to the county's history. The Old Davie School Historical Museum was chosen as one of the sites in Broward County for a mural. The mural will be on the wall facing Griffin Road and will be visible from Griffin Road.

The Town of Davie is a member of the Broward Water Partnership's Water Conservation and Incentives Program. The program offers Davie residents rebates and water-conserving devices to help make water conservation a top priority and a way of life. To qualify for this program, please visit www.conservationpays.com to apply for the rebate to replace your toilet with a WaterSense Certified High-Efficiency toilet.

I encourage all residents to attend the Town of Davie's Actors Community Theater (ACT) at the Pine Island Multipurpose Facility. Performances are held throughout the month of November. For more information on showtimes, please call 954-327-3941 or 954-473-0372, or e-mail actofdavie1999@yahoo.com or fernkatz1955@yahoo.com.

I look forward to seeing all residents of the Town attend our holiday celebrations: the Christmas Tree, Menorah and Kinara Decorating Contest on December 3, the Lighting of the Greens and Snow Play on December 7, and the Town of Davie Green Fair and Holiday Craft Show on December 13 & 14.

Now that I am retired from 38 years of teaching, I look forward to continue serving the residents of District 2.

Councilmember Marlon Luis—District 4

954-797-1030

marlon_luis@davie-fl.gov



In the FY2015 budget year, the Town merged the Community Redevelopment Agency and the Housing and Community Development Department into the Office of Community Development, with newly appointed Director Giovanni Moss. Mr. Moss has led a distinguished career with Davie and, most recently, served as the Housing and Community Development Director.

The new office will consist of two divisions: the Community Service Division and the Community Redevelopment Agency Division. This recent move is to promote more synergy and efficiency to better assist our residents and to carry out strategic priorities.

We are honored to call Davie the home of the Young At Museum and Broward County Library (751 S.W. 121st Avenue). This 55,000-square-foot Gold LEED-certified facility hosts unique cultural and educational exhibits, such as GreenScapes, which encourages you and your child to reconnect with nature, discovering the potential of art to call attention to environmental issues. You can learn more about the museum at youngatmuseum.org or see page 11 for additional information.

The Town's last Household Hazardous Waste (HHW) and Electronics Recycling event of the year will be held on Saturday, December 6, 2014, from 8 a.m. to 4 p.m. at Shenandoah Park (14452 Shenandoah Parkway). Residents can dispose of such HHW items as aerosol cans, cleaners, and pesticides. In addition, residents can recycle old computers, TVs, and other electronic devices. Please call Sun Bergeron at 954-680-6100 for additional information.

This is my last message for 2014, so I want to wish you a happy and healthy Hanukkah, Christmas, and New Year! Please be safe during the holidays, and share the roadway with your fellow neighbors.

Special Events & Cultural Arts

Continued from page 13

Southeastern Circuit Pro Rodeo Finals

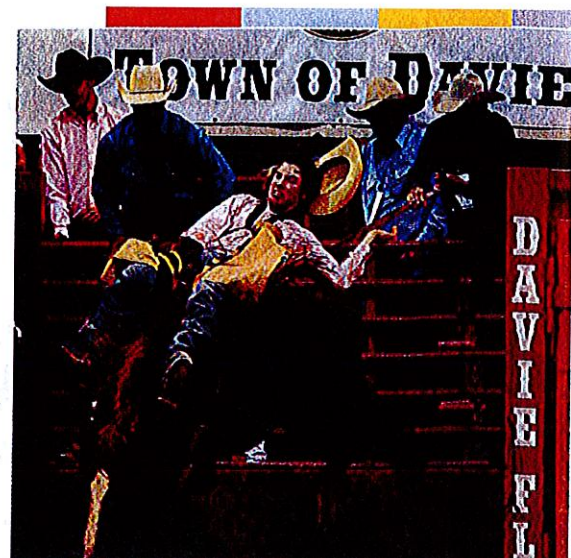
November 6, 7, and 8

The Davie Pro Rodeo, 4271 Davie Road, has been a Davie institution for years, bringing top cowboys and cowgirls to Davie to compete for National Championship points. See authentic heritage rodeo at its finest! Be amazed as real cowboys from around the world compete for championship titles.

The Davie Pro Rodeo was voted as the best rodeo east of the Mississippi and has won numerous rodeo awards in Las Vegas, Nevada. Come watch cowboys and cowgirls challenge 2,000-pound bulls, ride bareback, wrestle cattle, barrel race, and team rope. The kids will love it! Gates open at 6 p.m. to purchase tickets and to enjoy the food and vendors before the rodeo begins.

Championship Buckle Presentations will be held at Cowboys Saloon and everyone is invited to attend. Come and meet the sponsors, cowboys, cowgirls, and committee members who are responsible for this fantastic event.

Tickets are available at davieprorodeo.com, or call 954-680-8005. Tickets are \$18 and \$8 (children ages 3-12) in advance and \$20 and \$10 (children ages 3-12) at the gate.



Christmas Tree, Menorah and Kinara Decorating Contest

Wednesday, December 3

The Town of Davie invites your school or civic group to participate in the annual Christmas Tree, Menorah, and Kinara Decorating Contest on December 3 at Davie Town Hall located at 6591 Orange Drive, from 9 a.m. – 1 p.m. (lunch included). If you are unable to decorate on Wednesday morning, your group can come to decorate anytime before Friday, December 5, at noon. However, lunch will be served only on Wednesday. Groups are asked to make all their own decorations, keeping to the theme; lights will be provided by the Town. Prizes will be awarded at the Lighting of the Greens event. For more information and group registration, call 954-797-1153.



Winter Holiday Lighting of the Greens & Snow Play

Sunday, December 7

This event is held annually by the Town of Davie at the Davie Town Hall complex, located at 6591 Orange Drive, from 6 to 9 p.m. Visit a display of thousands of lights, over 50 beautifully adorned Christmas trees, menorahs, and kinaras. The event is free, along with traditional refreshments, holiday magic show, and 20 tons of holiday snow.

Have your picture taken with Santa in the Council Chambers for a small fee. There will be a Jingle Bell Parade put on by the South Florida Trail Riders as well. The activities for the kids include a petting farm, bounce houses, climbing walls, and more! If you are interested in being a holiday sponsor, please contact Matthew Mlodzinski, Senior Operations Manager, at 954-797-1163.





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THE TOWN OF DAVIE PRESENTS



Concerts On The Corner

*Live
Music*

SPONSORED BY
THE COMMUNITY
REDEVELOPMENT AGENCY
AND

99.9 KISS COUNTRY
Thursday Evenings
6:00PM - 9:00PM

On The Corner of
Davie Rd. & Orange Dr.

Upcoming Performances

Thursday, October 23, 2014 – Andrew Morris Band
Thursday, November 6, 2014 – Jamie Mitchell Band
Thursday, November 20, 2014 – Happy Daze

All concerts are held on the grassy field on the corner of Davie Road and Orange Drive. Concerts are FREE and run from 6 – 9 p.m.

Food and refreshments are available for purchase as well as activities for the kids. Parking is FREE at the Bergeron Rodeo Grounds. Bring your blankets and chairs, and kick back and enjoy great live music.

Florida
Trend's

SPECIAL REPORT
Research Florida
p. 35

Business FLORIDA

Your 2014 Florida Opportunity Guide

Say
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to Florida

Governor
Rick Scott

- BUSINESS CLIMATE
- HUGE MARKET
- WORKFORCE
- INFRASTRUCTURE
- GLOBAL ACCESS
- QUALITY OF LIFE

FIND YOUR PLACE

8 Regions
with Endless
Opportunities

p. 54

TARGETED INDUSTRY SECTORS

Success Stories

p. 28



Official publication of
Enterprise Florida

\$6.95



DEFENSE & HOMELAND SECURITY

Harris Corporation

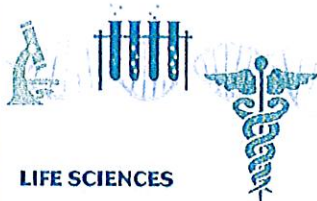
Harris Corporation, an international communications and information technology firm headquartered in Melbourne, is adding to its Florida presence with construction of the \$100-million, 464,000-sq.-ft. Harris Technology Center in Palm Bay.

"This high-technology center represents an important investment in the growth of our company and our desire to create world-class working facilities for our employees. For our community and state, it represents our commitment to being here for the long term and continuing to play a key role in the region's economic growth."

— William Brown
President and CEO
Harris Corporation

Florida Is a Prime Site for Defense and Homeland Security Firms

- 20 major military installations; 3 of only 10 unified combatant commands
- 61,000+ active duty personnel
- Key procurement offices, research operations, testing units and training commands for all service branches
- 9 of the nation's 10 largest defense contractors
- No. 5 in prime defense contract awards



LIFE SCIENCES

Actavis Inc.

Actavis Inc., a leading specialty pharmaceutical company with sites in Davie (manufacturing), Sunrise (packaging and distribution) and Weston (R&D), is adding 16,700 square feet of pharmaceutical manufacturing space and 13,000 square feet of warehousing to its Davie facility. The \$40.5 million capital investment and expansion will create 220 new jobs.

"Actavis is proud to support Florida and the Davie economy with skilled pharmaceutical industry jobs, and we are committed to expansion of employment opportunities in the region."

— Paul Bisaro
President and CEO
Actavis Inc.

An Established Hub for Life Sciences

- 2nd in U.S. for FDA-registered medical device manufacturing facilities
- 3rd for pharmaceutical and medicine manufacturing businesses
- 6th for bioscience higher education degrees awarded
- Nearly \$1 billion invested annually in biosciences R&D at Florida universities



CORPORATE HEADQUARTERS

The ADT Corporation

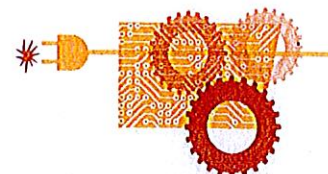
ADT, the world's largest electronic security provider (interactive home and business automation and alarm monitoring services), will invest \$6.4 million and bring 120 new jobs over two years to its corporate headquarters in Boca Raton. The company employs more than 16,000 people at 200 locations throughout the U.S. and Canada.

"The state of Florida, Enterprise Florida, the Business Development Board of Palm Beach County and the city of Boca Raton played pivotal roles in helping us to expand our footprint in South Florida. We look forward to partnering with state and local leaders to help us hire passionate and skilled employees who share ADT's commitment to helping save lives."

— Naren Gursahaney
CEO
The ADT Corporation

Florida Offers a Friendly Climate for Corporate Headquarters

- 15 Fortune 500 companies maintain corporate headquarters in Florida; a 16th to come when Hertz relocates from New Jersey in 2015
- 8 Florida companies listed among the Deloitte Technology Fast 500
- 5 of Forbes America's largest private companies have corporate headquarters in Florida
- No. 4 in number of Inc. 5000 fastest growing private companies



MANUFACTURING

Kingspan Insulated Panels

A subsidiary of UK-based Kingspan Ltd., Kingspan Insulated Panels Inc. is focused on the design, manufacture and supply of high-performance building products and solutions for the construction industry worldwide. The selection of its DeLand facility as the firm's new North American headquarters means the retention of 50 jobs, the addition of 30 more and a capital investment of \$2.5 million.

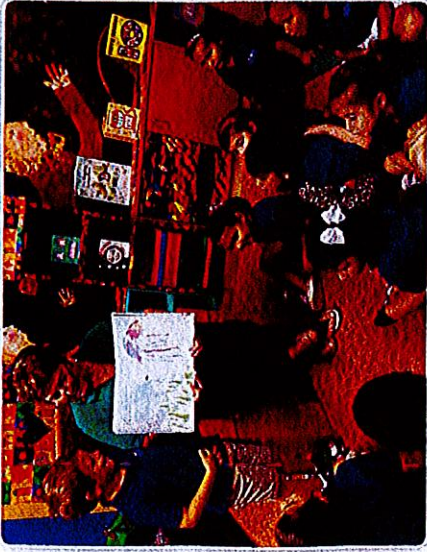
"Central Florida is ideal for Kingspan's North American headquarters and one of our key manufacturing facilities. It's convenient for international travel and a strong business hub. There are abundant local and statewide market opportunities here in development of energy efficient buildings."

— Joe Brash
President
Kingspan Insulated Panels

Made In Florida Means Made for Success

- 18,000 companies and 311,000 workers manufacture aerospace products, batteries, food and beverages, communications equipment, medical devices and supplies, semiconductors, boats and more
- 6th largest export state
- Highest trade surplus among all U.S. states

SEEN ON SCENE



READING

Town of Davie Vice Mayor Caryl Hattan recently visited Young At Art Museum to read to the children enrolled in the YAA Preschool.



DAVIE POLICE

Members of the Davie Police Department were out in the community promoting their safety programs.



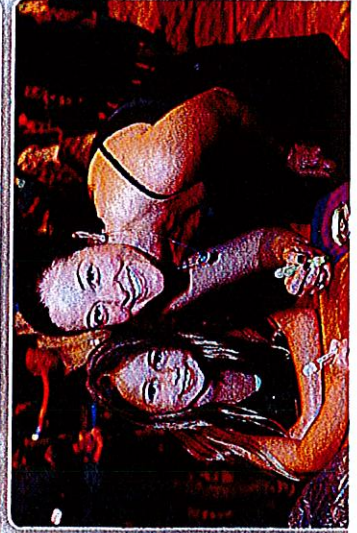
ANNIE

Last month, Annie was at the Broward Theater of Performing Arts. Nine-year-old Issie Swickle of Davie plays the role of Annie in the national tour. Photo credit: Joan Marcus



FOOD DRIVE

The Goodman JFS of Broward County Leadership Board hosted a food drive to help families that are dependent upon JFS to eat on a month-to-month basis. The food drive was held at the Posnack JCC in Davie.



Fun Family Festivals • Relay For Life
 PAL Kids Triathlons • Photos Galore
 Citizens' Police Academy • Much More!

Summer of Games

at the
David Posnack JCC
 see pages 20-21



26 YEARS • #312 • APRIL 2015
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>> Orange Blossom Parade

The rain fell but education bloomed on 2/28 as determined parade participants were cheered on by soaked yet delighted crowds. The clouds didn't hang around for long, though, and the rest of Davie's Orange Blossom weekend – the rodeo, golf tournament, exhibits, Kiwanis/CCHS Key Club Pancake Breakfast and much more – went swimmingly.



The Town of Day's Official News Magazine
Spring 2015 Vol. 12, Issue 1

Day's UPDATE

Orange Blossom
Festival

in this issue

State of
the Town
Message

Municipal Leader
of the Year
Award

Orange Blossom Festival James B. Pirtle Memorial Golf Classic

Friday, February 27, 2015

The Town of Davie's 78th Annual Orange Blossom Festival will feature a golf tournament hosted by the Davie Golf and Country Club. The James B. Pirtle Memorial Golf Classic will be held on Friday, February 27, 2015, to kick off the festival weekend.

The format of the James B. Pirtle Memorial Golf Classic will be a 4-player scramble with an 8:30 a.m. shotgun start. Competition is open to players of all skill levels and handicaps. The tournament will award team prizes and trophies and will feature course contests.



Complete tournament information and entry forms are available online or can be picked up at the Davie Golf and Country Club, 8201 Nova Drive, Davie, FL 33324, and at the Davie Pine Island Park Multipurpose Center, 3801 S. Pine Island Road, Davie, FL 33328.

Contact the Davie Golf and Country Club for more information at 954-797-4653 or at www.daviegcfl.net.



6. DAVIE-UPDAVE



Orange Blossom Parade

Saturday

February 28, 2015

10 a.m.

Davie Road between Orange Drive and S.W. 39th Street

This year's theme

"Education Blossoms in Davie"

Don't miss the \$5 Kiwanis Pancake Breakfast on Saturday beginning at 7 a.m. at the Davie Moose Lodge, 4483 Davie Road.

78th

Annual Orange Blossom Festival

**Saturday & Sunday
February 28 & March 1, 2015**

9 a.m. to 5 p.m.

Orange Drive from Davie Road, west to S.W. 66th Terrace. Free activities for both days include an arts & crafts show, fine arts show, Western town, musical entertainment, Native American display, animal farm, Western carnival display, commerce corner, information displays, and green product displays. Free concert on Saturday and Sunday. A free kids' corner that includes a bounce house, giant slide, and climbing wall. Admission to the festival is free.

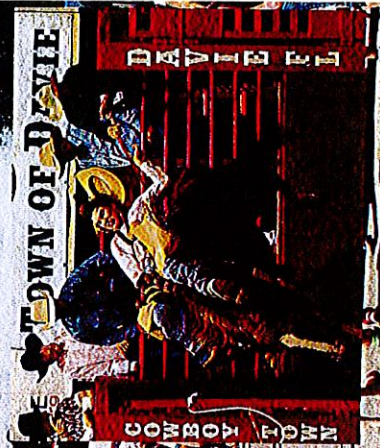
Don't miss the Strawberry Festival on both days held at the Davie Woman's Club located on the festival grounds. Fresh strawberries and homemade shortcake will be served as well as other strawberry creations.

Ever wonder how the pioneers lived in the older days? See all the modern conveniences of today? Come see for yourself as the pioneers reenact life as it was in earlier times in our Pioneer Village area. Reenactments will be from 12-2 p.m. each day at the Old Davie School Historical Museum. Guided tours will be at 12, 1 & 2 p.m. each day at no charge. For more information, please contact Matthew Miodinski, Senior Operations Manager, at 954-797-1163.

Orange Blossom Rodeo

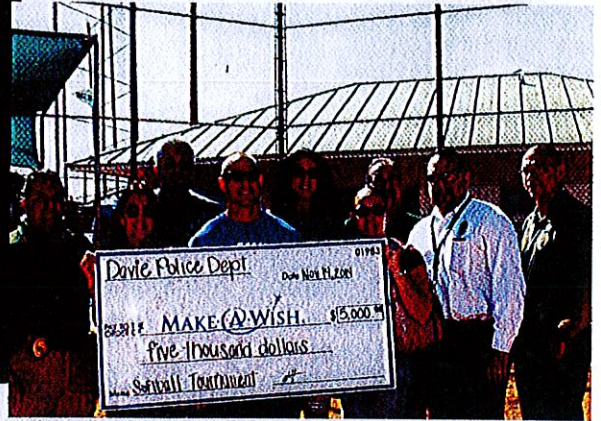
4271 Davie Road

See an authentic heritage rodeo at its finest in the covered Davie Arena. Be amazed as real cowboys from around the world compete for championship titles. The Davie Pro Rodeo was voted as the best rodeo east of the Mississippi and has won numerous awards. Come watch cowboys and cowgirls challenge 2,000-pound bulls, ride bareback, wrestle cattle, barrel race, and team rope. The kids will love it! The Davie Pro Rodeo will be held on Saturday, February 28, at 7:30 p.m., and on Sunday, March 1, at 2 p.m. Gates open one hour before each rodeo to purchase tickets and so that you can come in and enjoy the food and visit the vendors before the rodeo begins. Advance tickets are \$18 (adult) and \$8 (ages 3-12). Tickets at the door are \$20 (adult) and \$10 (ages 3-12). Advance and group-rate tickets are available at the Parks, Recreation & Cultural Arts Administration Office located at Pine Island Park or call the Davie Pro Rodeo at 954-680-8005.



Davie Police Department

**Congratulations to the Students of the Month
for October and November**



Annual Softball Tournament

The Davie Police Department hosted its 6th Annual Softball Tournament on Friday, November 14, 2014, at Pine Island Park. This year's tournament benefited Make-A-Wish Foundation Southern Florida, Inc. The tournament was dedicated to Justin Fabian Jemison, the nephew of Davie Police Officer Jessica Figueroa and Dillon Brooks, the son of Detective Andrew Brooks of the Pembroke Pines Police Department. The softball teams were made up of police and fire staff from local counties. The proceeds go toward the benefit of the Make-A-Wish Foundation. Thank you for your support.



Davie Road Race

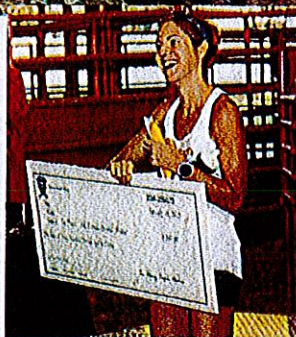
The Davie Police Memorial Foundation and Davie Police Athletic League (PAL) held the Davie 5K/10K Road Race on January 18, 2015. The funds raised will help to create a memorial at the Davie Police Department to honor the deceased officers and their families and also to help the Davie PAL with creating new exciting programs for the youth of our community.

Woman's 10K

- 1st Place: Valerie Mebane
- 2nd Place: Marlene Persson
- 3rd Place: Terri Swanson

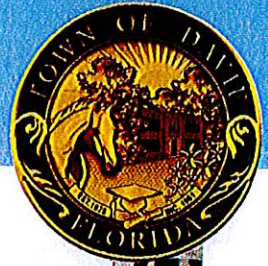
Men's 10K

- 1st Place: Ronnie Holassie
- 2nd Place: Mike Korir
- 3rd Place: Gene Cashier



The Town of Davie's Official News Magazine
Summer 2015 Vol. 12, Issue 2

Davie UPDATE



Independence Day
Fireworks & Family
Fun Day, page 22

Thoughts and Comments from the Town Council...

Councilmember Bryan Caletka—District 1

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bryan_caletka@davie-fl.gov



Our neighborhoods have been experiencing an increase in noise from the Fort Lauderdale-Hollywood International Airport (FLL), especially after the South Runway expansion. The Town hired an independent consultant to work with the Broward County Board of Commissioners and the Federal Aviation Administration to help improve the living and working conditions or our residents and local businesses. The

consultant will help to implement flight plans and procedures at the airport which will help in creating quieter skies throughout the Town.

National Night Out will be held on Tuesday, August 4, 2015. The event provides our residents and local businesses with a chance to have a one-on-one interaction with the Town of Davie's Police Department. At this event, our police officers have an opportunity to educate our residents about the various community programs and drug and crime prevention initiatives, among other topics.

In an effort to better serve our residents, we are proposing route changes to the Green and Blue Bus routes. Our plans are to have the Green Bus start and end at different times and add stops to Walmart and King's Manor Mobile Home Park. We are also continuing to explore the feasibility of adding a second Green Bus to this route. There will also be changes to the Blue Bus route: the plans are to have one bus start in the communities and then go to Shenandoah Plaza, while the other bus will start at Shenandoah Plaza and then go through the communities.

Flashback Diner & Coffee House will be expanding its current business to the adjoining site where the old McDonald's building was located on Davie Road. The new site will host a coffee shop and bakery. I am very happy to see the downtown area experiencing this additional economic growth.

Vice Mayor Susan Starkey—District 3

954-797-1030

susan_starkey@davie-fl.gov



We are actively working on the Fiscal Year 2016 Budget. Town Administrator Richard J. Lemack has presented Town Council with a balanced budget. Several Budget Workshops and Hearings will be held to inform our residents about the proposed budget. For more information about upcoming Budget Workshops and Hearings, visit the Town of Davie website at www.davie-fl.gov.

I am proud to welcome the Davie's first emergency room, the Westside Regional Medical Center Emergency Services facility at Nova Southeastern University. I had the opportunity to tour this state-of-the-art facility that provides advanced medical care and includes a full-service laboratory, board-certified emergency physicians, expert emergency trained staff, kid-friendly care, ultrasound, a 64-slice CT scanner, and array of additional services.

I have been working with Town staff to launch the Town of Davie #SaferBy4 Campaign. #SaferBy4 is an initiative that is aimed at helping children reach their 4th birthday. There are two components of the campaign: drowning prevention and safe sleeping practices. To target drowning prevention, the Town has initiated a Mommy and Me swimming class where parents and their infants can learn basic water safety skills. We also have several training opportunities for Town staff and members of the public to get training on how they can help to reduce the number of children who are at risk because of unsafe sleeping practices. As a mother and grandmother, the #SaferBy4 campaign is an initiative that is near and dear to my heart, and I will continue to work to bring awareness of this problem. See page 12 for additional details.

Finally, the Town is the new home of the iFly Indoor Skydiving experience. The Town Council recently approved the iFly site plan for the Plaza at Davie on SR 84 and Hiatus Road. The facility's footprint is 5,000 square feet, but will rise nearly six stories to accommodate indoor skydiving. Have a safe, healthy, and active summer. It is my sincere honor to represent you!

Councilmember Caryl Hattan—District 2

954-797-1030

caryl_hattan@davie-fl.gov



I recently had the honor of attending the International Peace Council United States of America (USA) Grand Achievers Conference in Washington, D.C., where I received the 2015 Grand Achievers Award. The International Peace Council USA partners with community leaders from around the world to promote and foster synergy throughout the communities.

The conference is held annually to recognize the contributions that individuals have made in their community through education, culture, economic interactions, and celebrating achievement. As a committed Councilmember and Davie resident, I will continue to provide the same level of service and continue to work diligently for the betterment of our Town.

The Town of Davie continues to participate in the Honor Flight South Florida – One Mission. I was recently notified that I was selected by the Honor Flight organization to be a guardian on a flight in Fall 2015. I am very excited that I will have the opportunity to serve those individuals who have been instrumental in our fight for freedom.

The Concerts in the Park series continue to be a huge success. The concerts are now held year-round in its new location, in the band shell at the Old Davie School Historical Museum, 6650 Griffin Road. The concerts are held the second Thursday of each month from 6 to 9 p.m. Come out and enjoy the live bands and food trucks.

I am inviting all residents to attend the Independence Day Fireworks and Family Fun Day that will be held on Saturday, July 4, at Pine Island Park, 3801 S. Pine Island Road. As we are celebrating this July 4th, please follow safety procedures when using fireworks. In addition, be cognizant of people, animals, equines, and other pets that might be susceptible to the sounds of the fireworks. I hope to see you at the event!

Councilmember Marlon Luis—District 4

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marlon_luis@davie-fl.gov



The Town Council recently passed a zoning ordinance that addresses multiple zoning issues, including airport uses. The ordinance prohibits public and private airport of all types within the Town boundaries, but provides a minimal exception for aircraft use related to bona fide agricultural purposes on a minimum of 30 acres. The ordinance also allows Town Council to approve, by Special Permit, a heliport/helistop as an accessory to a

hospital or public emergency service agency. I want to thank the residents who came out to the Town Council meetings and expressed their thoughts regarding this matter. Your feedback is appreciated.

The Town Council recently approved a textile recycling and collection franchise agreement with Florida Textile Recycling Programs. This agreement provides for the strategic placement of textile recycling bins to ensure they are accessible to residents. The Town will receive an annual revenue of \$100,000 that will be utilized to continue the Town's Community Endowment Grant Program. Through this grant, the Town provides funding to nonprofit agencies, such as EASE and Hope Outreach, that assist Davie residents on a daily basis. For the July 4th festivities at Pine Island Park, there will be a textile recycling truck on-site to collect your textile goods. For more information about the Textile Recycling Program, see the back page of this issue.

Summer is the time to relax and enjoy time outdoors. Whether you are going to the pool, beach, or park, I want to remind our residents to properly hydrate if you are going to be out in the sun for long periods of time. I also encourage you to limit prolonged direct exposure to the sun and utilize sun block to minimize skin damage.

Have a safe and fun summer!

Out & About the Town



above: Congratulations to Mayor Judy Paul who ran unopposed in the March 2015 elections.



above: Congratulations to District 1 Councilmember Bryan Caletka, who was reelected in the March 2015 elections.



above: Human Trafficking Poster Contest Winners with Soroptimist International. Winners from l to r holding certificates: Jewel Pearl, Amanda Hines, and Paris Casasola-Zepeda.



above: Marcia Barry-Smith accepts the Black History Month Proclamation.



above: Face the Music Proclamation accepted by Naomi Fabricant, Richie Supa, and Paul Pelling.



above: At the Eastside Community cleanup, residents along with Davie Police and the Office of Community Development Department did a great job and enjoyed a barbeque and pool party afterward.

Special Events & Cultural Arts

Independence Day Fireworks Show & Family Fun Day

Date: Saturday, July 4, 2015
Location: Pine Island Park
3800 S. Pine Island Road, ball field # 2
Time: 3 to 10 p.m., Fireworks at 9 p.m.

The Town of Davie proudly presents the Annual Independence Day Fireworks Show & Family Fun Day. The pool will be open from 10 a.m. to 4 p.m., with games and contests for the kids. Foam spray will be at 11 a.m. The evening activities will begin at 4 p.m., at Pine Island Park. A fantastic patriotic fireworks show will take place at 9 p.m. Enjoy live music by Journey/Styx cover band The Relyx on stage at 7 p.m. Food will be available for sale all day as well as free family activities, like bounce houses, interactive games, contests, arts and crafts, face painting, and airbrush tattoos. Free cake will be available while supplies last. There will be lots of free parking available as well as a shuttle to satellite parking. Support our local Boys and Girls Scouts by purchasing snow cones, popcorn and cotton candy. For sponsorship and crafter information, please call 954-797-1163, or visit our webpage at www.davie-fl.gov to view upcoming events.



Davie Pro Rodeo

Date: Saturday, September 12, 2015
Location: Bergeron Rodeo Grounds of Davie, FL
4271 Davie Road, Davie, FL 33314
Time: 7:30 to 10 p.m., Gates open at 6 p.m.

The Davie Pro Rodeo has been a Davie institution for years, bringing top cowboys and cowgirls to Davie to compete for National Championship points. See an authentic heritage rodeo at its finest! Be amazed as real cowboys from around the world compete for championship titles. The Davie Pro Rodeo was voted as the best rodeo east of the Mississippi and has won numerous rodeo awards in Las Vegas, Nevada. Come watch cowboys and cowgirls challenge 2,000-pound bulls, ride bareback, wrestle cattle, barrel race, and team rope. The kids will love it! The Davie Pro Rodeo will be held on September 12 at 7:30 p.m. in the covered Bergeron Rodeo Grounds of Davie. Gates open at 6 p.m. to purchase tickets and enjoy the food and vendors before the rodeo begins. Advanced tickets are available at Grif's, online at www.davieprorodeo.com, and at the Special Events and Cultural Arts Office located at the Parks, Recreation and Cultural Arts Administration office located at Pine Island Park, 3801 S. Pine Island Road. Tickets are \$18 and \$8 (children ages 3-12) in advance and \$20 and \$10 (children ages 3-12) at the gate.

Concerts in the Park

Date: July 9 & September 10, 2015
Location: Old Davie School
6650 Griffin Rd. Davie, FL
Time: 6 to 9 p.m.

The concerts will be held in the bandshell located behind the Old Davie School. The concerts are free. Live music will begin at 6 p.m. The July 9 concert will feature classic rock band *Classic Rock Therapy* and Country band *Shadow Creek* will play on September 10. Live music will begin at 6:30 p.m. and the event will include food trucks, a bounce house, petting farm and vendors. Parking is free at the Old Davie School. Bring your blankets and chairs and enjoy dinner and live music at the Town of Davie's *Concerts in the Park* concert series.

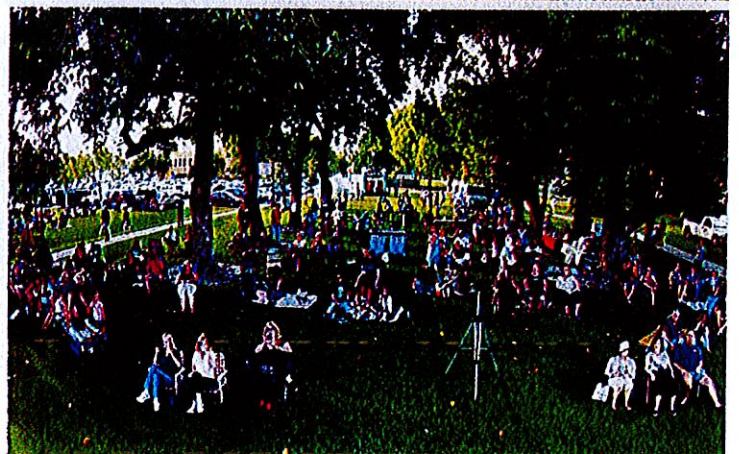
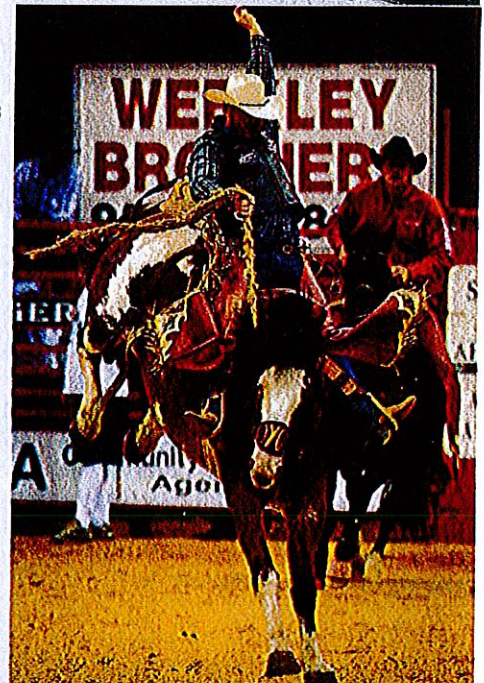


EXHIBIT 14

CRA CREATIVE WRAP PROGRAM

